

Mentoring to Improve Manager Performance

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Leadership Skill Requirements in Healthcare:

What does the external research say?

- Five key elements necessary for sustaining cultures that will deliver high quality, compassionate care for patients:
 1. Inspiring vision operationalized at every level
 2. Clear, aligned objectives for all employees
 3. Supportive and enabling people management and high levels of staff engagement
 4. Learning, innovation and quality improvement embedded in practice of all staff
 5. Effective team work

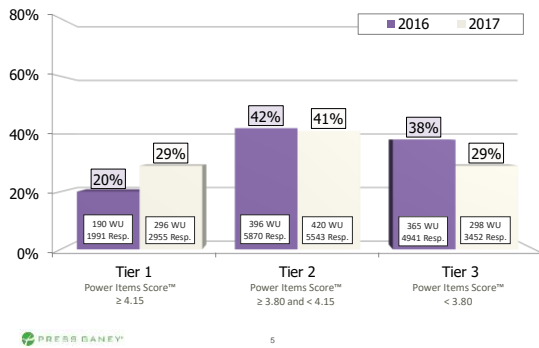


Middle Managers

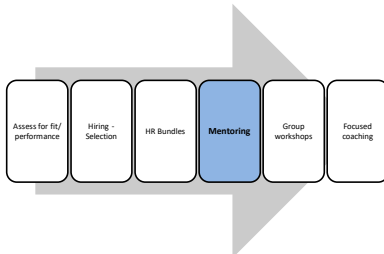


While the organization is best-in-class by most patient care indices, demands on our mid-level leaders are only increasing; challenges include staffing shortages and managing through almost constant waves of change

VUMC Tier Distribution



Middle Manager Interventions





Program Vision

Definitions

- A MENTOR is an experienced leader who is willing to invest in a 6 month engagement to share best-practices with another leader. A mentor supports the development of his or her mentee by providing insight/perspective, guidance on solutions that have worked, and networking opportunities.
- A MENTEE is an individual who forms a collaborative relationship with an experienced individual to gain additional support and insight about his current work unit. A mentee supports the mentoring relationship by taking responsibility for his or her own growth and development, asking for feedback, practicing new skills, and managing the mentoring relationship.

Partnering for Excellence



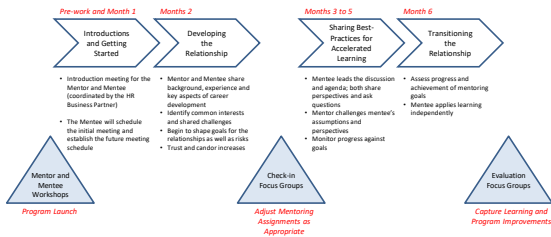
Mentoring Program Overview

Partnering for Excellence is a collaborative program to accelerate the sharing of proven-practices and methods so that leaders across the organization can take steps to make effective organization improvements.

The mentor and mentee are matched according to role and similarity of organization challenge. The engagement provides opportunity for the mentee to gain new insights from another leader that has successfully implemented improvement efforts.

Mentoring Overview

This outline describes suggested activities and timing in a 6-month mentoring relationship. Participants are encouraged to meet for a minimum of two hours each month, meeting more frequently at the beginning of the relationship.



Matches and Preparation

- **Leader: Ed Jones - Director of Operations**
One up Leader – Erin Sands -- Janet Anderson
2016 Tier 3 APR 84 Engagement 3.85 Annualized Retention 66.6%
2017 Tier 3 APR 78 Engagement 3.67 Annualized Retention 63%

In spite of doing the following items:

- Leadership Rounding, Huddles Daily/ "Pow Wow's weekly, You said it / we did it, insights & ideas, Staff suggestion box, Coaching & Feedback, Surveys, Staff Meetings/ Dept. MTGS/ Town Hall's, Employee pot lucks, Celebration Events, Increasing FTE coverage, \$300 Referral Bonus, Leader MBTI training, Spotted Cards, Recognition Activities (with Trophy & gifts for the month on the highest HCAHPS scores), Verbal recognition – With meal tickets & spotted cards, Recognition Board, Recognition during staff meetings, Peer to Peer Recognition.

The department is still understaffed and management isn't viewed as communicating well or respectful to staff. Once employees are hired they do not stay.

50 Pairs

welcome...



...and Thank you!

GUIDE

Partnering for Excellence

Version 1.008
November 2017

Mentoring at VUMC is a collaborative program to accelerate the sharing of proven practices and methods so that leaders across the medical center can take steps to make effective organization improvements. The mentor and mentee are matched according to role and complexity of organization challenge. The engagement provides opportunity for the mentee to gain new insights from another leader that has successfully implemented improvement efforts.

At VUMC, mentoring is used to:

- Accelerate leader development for success in current and future roles
- Ensure learning and effectiveness during transitions
- Enhance retention of leaders
- Promote two-way learning across the hospital and service organizations

DEFINITION

A **MENTOR** is an experienced leader who is willing to invest in a 6-month engagement to share best practices with another leader. A mentor supports the development of his or her mentee by providing insight/perspective/guidance on situations that have worked, and networking opportunities.

A **MENTEE** is an individual who forms a collaborative relationship with an experienced individual to gain additional support and insight about his current work unit. A mentee supports the mentoring relationship by taking responsibility for his or her own growth and development, asking for feedback, practicing new skills, and managing the mentoring relationship.

About this Guide

This guide provides a suggested framework, tools, and recommendations to help you maximize your mentoring relationship. Use the table of contents below to navigate this resource.

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Have Questions or Need Assistance?

Contact your HR Business Partner or
Amy Owen Naberding
amy.owen.naberding@vumc.org

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Mentor Responsibilities

- Understand the strengths and areas of expertise as a mentor, and accept mentees whose goals align with them
- Be available to meet with the mentee during regular mentoring sessions, and available between sessions, for brief questions or following up.
- Provide insight, feedback, and information based on knowledge and experience
- Engage in candid and open conversations and maintain confidentiality

Mentee Responsibilities

- Structure the mentoring engagement with clearly defined mentoring goals, scope, and outcomes
- Schedule and attend regular mentoring sessions with mentor
- Adopt a learning perspective, asking questions and requesting feedback to support understanding
- Apply insights and share results to deepen learning
- Engage in candid and open conversations and maintain confidentiality

MENTORING READINESS

Are you ready to be a mentor? Reflect on and answer each of the questions below as you consider this important role.

- How can you leverage your experience in the mentoring relationship?
 - Are you a passionate teacher who enjoys helping others through the learning process?
 - Do others describe you as a good listener?
- What benefits do you gain from being a mentor?
- Do you have the time to make a commitment to this program?

MONTH 1 - INTRODUCTIONS AND GETTING STARTED

Large Group Discussion: Building on Your Experience

- Have you previously benefited from a Mentoring Relationship?
- Have you mentored others?



Role Play



VANDERBILT HEALTH

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PROGRAM LAUNCH

- ☐ Reception
- ☐ Light activity
- ☐ Remarks



SESSION 4: MENTOR & MENTEE
INTRODUCTIONS & GETTING STARTED
Continued

It is important to have an understanding of your mentoring style, approach, and areas of expertise when you prepare to become a mentor. A solid awareness of your mentoring approach helps ground your work as a mentor, allowing you and potential mentees to select relationships where you will be most successful.

Use this worksheet to identify your mentoring profile and preferences.

- My Areas of Expertise**
In what areas of expertise are you interested in mentoring?
Consider unique approaches for building engagement and organization effectiveness.
- Preferred Mentoring Goals and Support**
In what types of mentoring goals and support needs are you strongest and most interested?
- Preferred Learning and Communication Styles**
Describe your preferred learning and communication styles. For example, do you enjoy debate, or is a more collaborative communication style better for you?
- My Goal as a Mentor**
Describe the type of mentor you would like to be.

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SESSION 6: MENTOR & MENTEE
INTRODUCTIONS & GETTING STARTED
Continued

THE FIRST MENTORING DISCUSSION

The first meeting is an opportunity for you and your mentee to:

- Get to know each other, building a foundation for a trusting and open relationship
- Learn more about each other's careers and interests
- Discuss and agree on goals and expectations for the mentoring relationship
- Discuss and agree on a Mentoring Agreement

Schedule 2 hours for this initial meeting to give you time for an in-depth discussion in a relaxed atmosphere. The mentee should come prepared to lead the discussion, and has been given the sample agenda below. Use the questions below to help prepare for the first meeting.

SAMPLE FIRST MEETING AGENDA

Introductions
Share information about your professional background

Discussion of Learning/Communication Styles and Expectations
Ask your mentee:

- What are your preferred learning and communication styles? (If your styles are different, discuss how you will work together to manage these differences.)
- What do you expect from me as your mentor?
- What can I expect from you?

Share and discuss your own expectations for the relationship

Discussion of the Mentoring Agreement
What are the key points to include in our mentoring agreement?

- Goals
- Measures of Success
- Confidentiality
- Logistics

Discussion of First Mentoring Goals/Topics
Ask your mentee:

- What goal/topic would you like to discuss first?
- How do you see your strengths, opportunities, and career values impacting this goal/topic?
- How can I assist you in achieving your goal in this area?

Work with your mentee to identify ways for him or her to apply learnings from your discussion to his or her work.

Make plans to discuss the outcomes at the following meeting.

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SESSION 6: MENTOR & MENTEE
INTRODUCTIONS & GETTING STARTED
Continued

We are voluntarily entering into a mentoring relationship which we expect to benefit both the Mentor and Mentee. We want this to be a rich, rewarding experience, with most of our time spent in candid conversation.

We fully understand that either the Mentor or Mentee can elect to end the relationship on a no-fault basis at any time. To support our mentoring relationship, we have agreed to the following:

Mentoring Goals
What we hope to accomplish

Measures of Success
How will we know that we have accomplished the goals?

Our guidelines around confidentiality

Meeting Logistics
How often will we meet? _____
For how long? _____
Where will we meet? _____
Who will set up meetings? _____

Other Requirements

What is the best way to contact one another?

MENTOR SIGNATURE _____ DATE _____ MENTEE SIGNATURE _____ DATE _____

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ONGOING MENTORING DISCUSSIONS

Each mentoring meeting is an opportunity for you and your mentee to discuss:

- The mentee's reflections and progress since the last meeting
- Current activities or challenges related to the mentee's goal
- Perspectives and insights on these issues
- The mentor's next steps
- Any action items for the next meeting

During your discussions, consider any experiences, exposures, or networks you can introduce to your mentee to help support his or her development.

Schedule at least 1 hour for your ongoing meetings to give you time for in-depth discussion in a relaxed atmosphere. These meetings may be over coffee or lunch – the goal is candid and open conversations. Plan on letting the mentee drive the agenda of your discussions.

DEVELOPMENT DISCUSSION QUESTIONS

Use these questions below as prompts when talking with your mentee to help them evaluate progress on goals as well as next steps.

What challenges have you been working on?

What worked well?

- What was your approach?
- How did you know it was successful?
- How have you brought this understanding to other situations?

Where have you felt 'stuck'?

- What was your approach?
- How did you know that it was not successful?
- What was your biggest learning about yourself? About the organization/situation?
- What are your next steps?

If you were in this situation again, what would you try next time?

MONTHS 2 : DEVELOPING THE RELATIONSHIP

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ADDITIONAL RESOURCES AND LEARNING

Seven Keys to Successful Mentoring

Active Listening: Improve Your Ability to Listen and Lead

Feedback that Works: How to Build and Deliver Your Message

Leadership Networking: Connect, Collaborate, Create

<https://www.ccl.org/>

We'd like to know how the VUMC Mentoring Program worked for your development.

Please send us an email to let us know.

Contact your HR Business Partner and/or:

Amy Owen Nieberding, Director, Workforce Performance Excellence, amy.owen.nieberding@VUMC.org

ADDITIONAL RESOURCES AND LEARNING

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The most common cause of failure in mentoring relationships is misunderstanding the roles that are required by the mentor and mentee. Review these expectations so that you can discuss them with your mentor.

Mentee Responsibilities

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MENTORING QUIZ

Are you ready to be a mentee? Reflect on and answer each of the questions below as you consider this important role.

Are you ready for mentoring? Take the quiz to find out. Reflect on 10 statements that relate to your role.	Strongly Agree	Agree	Disagree	Strongly Disagree
I am interested in significantly developing my leadership capabilities.				
I envision completing a year-long development plan with my manager.				
I am currently performing at or exceeding expectations in my work.				
I seek out feedback, and when it is provided, I use it to improve.				
I am interested in learning from other leaders, experienced executives, and identifying ways to add their knowledge to my job.				
I am comfortable speaking to a group of others.				
I have time to dedicate to mentoring my mentee relationship and learning 12 hours per month to meet at least three per month to progress on my goal.				
I am able to make a 12-month commitment to this purpose.				

If you answered any items with a "D" or below, reflect on these items and if mentoring is the right next step. Talk to the mentoring contacts, your HR Business Partner, or your direct supervisor about your development and mentoring. If you answered all items with a "D" or above, you are ready to proceed with the mentoring process!

MONTH 1: INTRODUCTIONS AND GETTING STARTED

MODULE 1

INTRODUCING
YOURSELF
& GETTING STARTED

Continued

The Mentoring partnership begins with clear goals and a plan for how you will use the process for development advantages.

Use this worksheet to write down your mentoring goals and preferences.

1

How will mentoring support my current development?
Example: why is the mentoring program critical to your development? Describe how mentoring will support your over-all development plan.

2

What are my specific goals for this mentoring relationship?
Example: what knowledge, insights, or perspectives do you want to gain from this relationship?

3

What types of mentoring support am I looking for?
Example: mentors can serve many roles within a relationship-consider which ones are most important to your goals

4

What are my personal preferences for a mentoring relationship?
Example: Do you thrive on confrontation, or is a more collaborative communication style better for you? Do you enjoy learning through discussion, observation, or through experience?

MODULE 2

Developing the Relationship

Continued

Building trust and active listening are central to developing an ongoing relationship within the partnering for Growth mentoring process.

Trust Builders	Trust Breakers
<ul style="list-style-type: none">• Keeping meetings confidential• Sharing experiences, perspectives, and values• Providing candid feedback - even when it's difficult• Demonstrating respect by keeping appointments, being on time, and being prepared• Asking questions to learn about your mentee's perspectives	<ul style="list-style-type: none">• Sharing private mentoring conversations without the consent of your mentee• Skipping meetings or "winging it"• Being unwilling to be candid about your own development or experiences• "Telling" instead of coaching• Focusing meetings on yourself rather than the mentee

ACTIVE LISTENING*

Strong skills in active listening will help you gain the most from your mentoring relationship. Use the tips below to stretch your listening skills.

Pay attention to your frame of mind, your body language, and others' nonverbal and verbal language to ensure you are fully present in the moment.

Hold Judgment and be willing to put yourself in someone else's shoes, acknowledge the uniqueness of their perspectives and be patient. Allow the conversation and relationship to develop-don't try to speed the relationship along.

Reflect by paraphrasing information and emotions, signaling to the other person that you have heard and understood what they have said.

Clarify information by asking open-ended and probing questions (e.g., what are your thoughts on...? What are some of the things that you have tried? I'm not sure I understand--can you explain it again another way?).

Summarize what you have heard by restating the key themes of the discussion as it progresses.

Share by being open with your ideas, feelings, and reactions-the conversation should be a two-way dialogue!

* Adapted from "Active Listening: Improve Your Ability to Listen and Lead", Center for Creative Leadership

MODULE 3

Increasing the Key Learning and Outcomes

Months 3 to 5 are the most impactful part of the mentoring relationship. At this stage, you and your mentor have established a firm foundation of trust, and have begun to work on the mentoring goals. You may already be trying out new skills and behaviors and testing programs.

Talk with your mentor about incorporating these topics into your discussion.

Tip #1: Stretch Your Comfort Zone: are there any areas where you have been reluctant to make an honest self-assessment, receive feedback, or take action on a development opportunity? Challenge yourself to stretch out of your comfort zone and create a stretch goal in this area.

Tip #2 Identify your Blind Spots: What potential 'blind spots' have emerged as you have learned about new perspectives and approaches? Seek feedback from others to learn more about these areas, then discuss your findings with your mentor.



A formal mentoring relationship is a goal-driven relationship. When the goal of the initial relationship is achieved, there are two outcomes: the mentoring relationship ends, or the mentor and mentee agree to refocus the relationship on a new goal. Many times, your formal, structured relationship will end even goals for which it was developed are obtained. Your mentoring relationship may continue, but at a more informal way.

MENTORSHIP RELATIONSHIP

OVERVIEW

The ending of a formal mentoring relationship allows both the mentee and the mentor to engage in new mentoring relationships, and continue:

- Learning about new perspectives and areas of the organization
- Increasing professional networks
- Addressing new development goals

Discusses the roles between with your mentor to capture and summarize your key progress and learning

KEY RESULTS AND LEARNING WORKSHEET

Did we achieve your goals for the mentoring relationship? Why or why not?

How has this relationship supported my overall development plan?

What were my biggest learnings about yourself, your work, and the organization?

What have I learned about mentoring, being a mentee, and being a mentor?

Set up a plan to take to teach with your experience in the future through panels, mentor, coffee, or lunches. This is a good opportunity to keep up to date on your current work, and to learn more about others' current work and interests

Offer your support. Encourage your mentee about their work as a resource and reach out with questions in the future

MENTORSHIP RELATIONSHIP

MONTH 6: TRANSFORMING THE RELATIONSHIP

Thank you for participating in your Personal Development Plan for Excellence (Mentoring Process)!

[illegible]

Mentoring Overview

This outline describes suggested activities and timing in a 6-month mentoring relationship. Participants are encouraged to meet for a minimum of two hours each month, meeting more frequently at the beginning of the relationship.

Timing	What the mentor does
Program launch	Mentor and mentee workshops
Pre-work	<p>Introductions and getting started</p> <ul style="list-style-type: none"> • Introduction meeting for the mentor and mentee • The mentee will schedule the initial meeting and the future meeting dates
Month 1	<p>Developing the relationship</p> <ul style="list-style-type: none"> • Mentor and mentee share background, experience and key aspects of career development • Identify common interests and shared challenges • Begin to shape goals for the relationship as well as risks • Trust and career increases
After month	<p>Check-in focus groups</p> <ul style="list-style-type: none"> • Update on progress so far • Tips to focus relationship
Months 3-5	<p>Sharing best practices for accelerated learning</p> <ul style="list-style-type: none"> • Discussion of the relationship and agenda. Both share perspectives and ask questions. • Mentee challenges mentee's assumptions and perspectives • Mentor progress against goals
Month 6	<p>Transitioning the relationship</p> <ul style="list-style-type: none"> • Assess progress and achievement of mentoring goals • Mentee applies learning independently
After month 6	<p>Evaluation focus groups</p> <ul style="list-style-type: none"> • Capture learning and input for program improvement



Feedback on the program



- Mentees felt their mentor was a good match
- The program structure and materials worked well
- The check in from their HR Business Partner
- Being matched with someone from a different area of the organization
- Both mentees and mentors like being together as a group
- Overall the group feels safe in their mentoring partnership

Areas where we can do better:

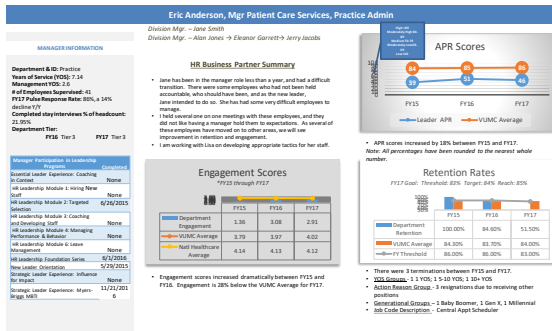
- Shorten the length of the launch session
- Time pressures have made it difficult to connect
- Timing with tech roll out (big initiatives)
- Social venue location made it hard to hear and meet with partner

[illegible]

ROI Year One

	Engagement		Power Item		Tier		APR	
Averages	2018	vs. 2017	2018	vs. 2017	2018	vs. 2017	2018	vs. 2017
% Improved	3.92	-12	9.88	07	2	0	81	2
% No Change	1%		0%		46%		6%	
% Declined	25%		21%		7%		21%	
% Unknown/Not Applicable	26%		44%		26%		27%	
			Moved into Tier 3		4%			
			Moved out of Tier 3		18%			

Snapshot of all improvement efforts, issues, and metrics



Challenges

- Acceptance by mentees of need to improve
- Commitment to participate
- Facilitating key topics for discussion
- Compatibility of pairs
- Direct correlation to improvements



thank
you
