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Mentoring

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Points I will touch upon

- What is mentoring?
- Finding a mentor
- (Becoming a mentor)
- The mentoring process
- Views of a recent mentee

What is mentoring?

When one person provides support and guidance to another in the workplace, in a structured, positive way

It happens 'offline' (this refers to the relationship)

- no lines of authority
- no line management
- no potential conflict



When could it be helpful?

It can be useful in a range of ways

e.g.- making the transition to a new role

- for new members of staff
- for those new to Higher Education
- when starting to lead and manage others



Is mentoring the same as coaching?

Mentors use many of the same skills as coaches, but the focus of the relationship is different

- Mentoring is concerned with development of the whole person
- It is a longer-term relationship (6 months-2 years)
- Coaching generally focuses on a specific skills or task and is therefore shorter term





Finding a mentor

Discuss with your manager

It requires time and effort on both parts and must be recognised / valued

Questions to ask yourself:

“Who do I think is a role model / successful at what they do?”

“Who would I trust to help me resolve a difficult situation?”

“Who will challenge and support me to gain a vision and propose new directions in my working life?”



(Becoming a mentor)

Mentorship is very rewarding for the mentor, not just because they can help someone else, but they may learn things about themselves. You (as the mentee) should be prepared to be challenged and feel, increasingly, able to challenge!

It requires some time commitment (an hour or so per month). The frequency of meetings might reduce as the mentee's confidence grows

Some Universities operate local mentoring schemes in various departments



The process

Clutterbuck (2001)¹ describes the phases of the mentoring process, which are illustrated in the schematic below

Rapport building Direction setting Progress making Winding down Continuing informally

Clutterbuck describes how the initial phase of the relationship can last anywhere from six months to one year, with the 'progress making' phase sometimes taking up to five years

It is important to invest time and planning in the early stages, to ensure both have an open and trusting space to explore the best ways of working together



The first meeting

The first meeting is a process of exploration. The mentor and mentee get to know each other in the context that brings them together

Establish 'ground rules' – a learning contract or agreement:

- **Confidentiality**
- **Boundaries**
- **Meetings management**
- **Direction setting**
- **What to do if problems occur**



Thank you



Time for the views of a (relatively recent) mentee?