

**ENABLING LEADERSHIP GROWTH WITH A POSITIVE
APPROACH TO THE MENTORING PROCESS**

Outline for January 26, 2017

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- I. Managing the process: Creating a supportive learning environment
 1. Acknowledging and affirming strengths
 2. Communication skills: Presence, active listening, reflections, insightful questions

- II. Encouraging movement: Re-visioning and setting tasks
 1. Revisiting leadership vision
 2. Establishing end of program goals related to: (a) NLI collaborative project and (b) leadership competency skills
 3. Create work plan (Feb, 2017—August, 2017)
 4. Absorb and incorporate learning about personal leadership style (left to Fellow)

- III. Maintaining momentum: Motivating, challenging and reflecting
 1. Appreciative leadership perspective
 2. “What, Why and How” strategies to maintain momentum
 3. Monitoring process and relationship – tracking outcomes

IV. Engaging in feedback and learning

1. Sharing objective information
2. Giving feedback

II. Session demos

1. Reviewing goals
2. Setting goals
3. Learning moment

Small group work:

- Using your strengths and your Fellows strengths for mentoring success
- Experimenting with mentoring communication skills
- Discussion question: How will you provide feedback to your Fellow?

Mentor session demonstrations

- goal setting
- goal review
- learning moment

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Ideas for using strengths with your Fellows:

One way to use strengths in your work with your Fellows is to have a discussion with them around strengths.

Ask them to identify their top strengths (or have them take the VIA survey). They may need your help and support in identifying them. One way to determine what they are is to have them share a best work or personal experience where they felt they were at their best. Proceed to ask them what strengths they might have used in that experience to make it happen.

Once identified, ask these same questions (below) focusing around how they might use their strengths in moving them forward with their nurse leadership goals and work

Strengths you are currently using

- How are you currently using your top 5-10 strengths in your work life? In your leadership? In your personal life?
- Are there areas in your life where you'd like to use them more? What specifically can you do to use them more?

Strengths you currently under-use

- Which strengths can you identify as ones you want to use more to become more effective and fulfilled in your work life? In your leadership? In your personal life?
- How may you be stopping yourself using these strengths?
- What specifically can you do to use them more?

MENTOR tips

for creating a positive, safe, learning environment



- ✓ watch out for “communication road blocks
- ✓ be mindful and present
- ✓ come with an open, non-judgmental mind
- ✓ have Fellow speak more than you do
- ✓ employ active listening
- ✓ respond with reflections – particularly empathy
- ✓ ask open-ended insightful question
- ✓ allow for silence

Suggested tasks on which to focus with Fellow, February – August, 2017



1. Revisit and update their leadership career vision
2. Develop 1-3 goals around the leadership competencies they want to develop and the action path they will use to pursue them (between now and August). These goals are tied to their larger leadership vision
3. Choose a topic for their collaborative project and set action goals to complete the project by August, 2017
4. Help the Fellows, if they so choose, to share, digest and/or understand the feedback they received in their work with the NLI

For planning and accountability, develop a work plan for achieving NLI end of program learning goals

Including

- ✓ Success criteria for leadership competency goals and NLI collaborative project goals
- ✓ Strategy and steps needed to meet the those goals
- ✓ Target dates to work towards



Example work plan

<u>Learning goals for end of NLI program</u> 1. Leadership competency goals 2. Project goals	<u>Success criteria</u> 1. Leadership competency goals 2. Project goals
<u>Strategy/steps</u> 1. Leadership competency goals 2. Project goals	<u>Target date</u> 1. Leadership competency goals 2. Project goals

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Set goals to meet by the end of NLI program

1. Develop 1-3 goals around the leadership competencies they want to develop and the action path they will use to pursue them (between now and August).
2. Choose a topic for their collaborative project and set action goals that lead to the completion of the project by August, 2017



Approach to harness motivation and increase capacity for action and goal achievement

- Establish the **WHAT**
 - Focus - target behavior
- Be clear on **WHY**
 - Big picture motivation
- Address **HOW**
 - Specific steps to get there



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Suggestions in giving feedback

1. **Pick your moment** –Give it in a timely manner and create the best emotional and physical environment for it to be understood and accepted.
2. **Feedback is feedback** - Avoid focusing on feedback as either positive or negative.
3. Feedback is **about behavior** not personality.
4. Be as specific around **aspects of performance under their control**



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Suggestions to giving feedback Cont'd

5. **Affirmative** feedback first.
6. Bring **attention to a strength, skill or process used.**
(Point out their creative approach, careful planning, persistence, effort, collaborative attitude, etc)
7. Provide with a **positive intent.** Suspend any defensive responses
8. Check the other's **understanding**
9. Seek **solutions** together



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Overview of Session Structure

- 1) Prepare for the session
- 2) Session opening
- 3) Session-to-session goal review
- 4) Discussion around the agenda/topic(s) Fellow wants to discuss
- 5) Goal setting for next session
- 6) Session close



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