

Association of British Clinical Diabetologists

The National Diabetes Consultant Mentorship Programme (NDCMP)

Please read this in conjunction with the main full programme document and other documentation.

The National Diabetes Consultant Mentorship Programme (NDCMP) is a UK-wide initiative providing mentorship for newly-appointed consultants in the speciality of diabetes and endocrinology. The purpose of the NDCMP is to identify, nurture and support the development of a cadre of consultants in diabetes and endocrinology for future consultant level leadership roles within the speciality.

Mentorship – An Overview

Mentorship takes the form of a series of one-to-one (1-2-1) conversations, between a skilled and experienced senior consultant (mentor) and a recently or newly appointed – defined as being appointed within the past 3 years – consultant (mentee). Mentors accepted onto the Programme are outstanding clinicians and leaders, men and women who, as role models, can provide mentorship of the highest quality.

Mentorship is designed to unlock potential, help facilitate personal and professional growth and support the mentee's development as a newly appointed consultant. Mentorship should be viewed as distinct from other aspects of professional development such as CME, training, assessment, appraisal and revalidation. Unlike all or most other aspects of professional development, the NDCMP gives mentees access to the experience, expertise and wisdom of senior colleagues beyond their employing Trust.

The NDCMP provides a clearly defined framework for a partnership relationship between a mentor and a mentee, designed to help mentees to develop existing skills, to improve their performance and to realize their potential in order to progress in their careers. The basis of the mentorship relationship is one in which mentors empower mentees to develop themselves in their profession. The mentorship process is designed to promote reflective practice, self awareness, responsibility, self determination and direction in relationship to the mentee's professional development. The aim for the mentor is to stimulate the mentee's thinking, enable him/her to explore opportunities and ideas, find solutions and ways forward to current challenges and to harness his/her own internal resources. The mentor also acts as a confidential 'sounding board' and is a non-biased, non-judgemental, independent resource.

Mentorship Defined

It is important to distinguish what mentoring is and is not so that both the mentor and mentee have a clear understanding of expectations on both sides, within the NDCMP.

Mentorship is:

- ✓ Undertaken by a skilled, experienced senior consultant;
- ✓ A 1-2-1 series of confidential conversations built on rapport, trust and integrity;
- ✓ Delivered within the boundaries of a defined relationship;
- ✓ Built on the agenda of the mentee (as defined and agreed with the mentee); and,
- ✓ Delivered over a specified period of time.

Mentorship is not:

- ✓ Training, coaching, consultancy or counselling;
- ✓ Psychotherapy – whilst mentoring does promote self awareness it does not stray into clinical areas;
- ✓ Open ended – formal mentorship is a relatively short term programme of sessions over a specified period; or,
- ✓ A way of someone else solving your problems for you. Responsibility and accountability to take action on any issue that is discussed lies with you the mentee.

Mentorship conversations might include discussion on:

- ✓ Career progression and development;
- ✓ Leadership development;
- ✓ Building high performing teams;
- ✓ Working with individuals to become effective team players;
- ✓ Supporting induction into a new role; and,
- ✓ Accelerating your personal and professional development.

Benefits of Mentorship

A skilled mentor uses a combination of questioning, listening, observing, reflecting back and giving feedback to create a conversation that is rich in insight and learning. From the mentee's perspective, their time with the mentor is focussed totally on them, their challenges and solutions, their goals, areas of personal development and individual and organisational objectives.

Some recognised benefits of mentorship include:

- ✓ Self-awareness and emotional intelligence;
- ✓ Improved working relationships, impact, influence and rapport;
- ✓ Increased motivation and performance in the role;
- ✓ Improved direction, focus and ability to handle change; and,
- ✓ Increased resilience, resourcefulness and a solution focus.

Confidentiality

From the standpoint of the mentor all conversations between the mentor and mentee remain confidential. However, should a mentee disclose to their mentor something that

gives the mentor reason to believe that the mentee will do harm to themselves or others, the mentor will follow normal NHS protocols on threat.

Contact Time

It is the joint responsibility of both mentor and mentee to agree the amount of contact time that they will enjoy. It is expected that, as a minimum, mentees will have access to their mentor for 3 hours per quarter. How contact time is achieved will be down to the individual preferences of mentor and mentee.

It is expected that, in addition to induction, all mentees and mentors will attend a minimum of one professional meeting each year. The meetings that have been identified for this purpose are the Diabetes UK meeting in March and the ABCD meeting in November. At each of these events, a calibration meeting, during which facilitated feedback to elicit good practice to be shared and potential improvements to the Programme, will take place. Attendance at a meeting can be used as an opportunity for mentor and mentee to meet face-to-face.

Responsibilities of the Mentee

It is expected that you will:

- ✓ Be self-motivated and confident;
- ✓ Possess a positive mental attitude.
- ✓ Be willing to try new ways of learning and be open and truthful;
- ✓ Be ready to work, keep to your commitments and inform your mentor when things are not working for you;
- ✓ Understand that your mentor is there to stimulate your thinking, challenge and support you; and,
- ✓ Honour the 'contracting' arrangements.

Preparing for mentoring sessions

You will benefit most from mentoring when it is on an on-going basis over an agreed number of sessions and an agreed period of time. This will enable you to set specific goals, review your progress and monitor how close you are to achieving your goals. Beware of the temptation to want to achieve everything immediately, it may be unrealistic and could put undue pressure on you.

The following questions are for you to consider before you start the Mentorship Programme and they apply equally to each session:

- What is the most important thing you would like to achieve as a result of (today's) mentoring?
- In which areas would you like to grow over the next 12 months?
- What are your greatest talents and natural abilities as a consultant in the diabetes and endocrinology speciality?
- What are the key issues that inhibit your ability to perform at your best?

- Where do you add the most value as a consultant?
- What habits or behaviours do you need to develop or change to achieve your goals?

Before each mentoring session, you should:

1. Make sure that a suitable venue has been agreed. Please check you have the right date, start and finish time as you or your mentor may be travelling significant distance to meet;
2. Make sure that nobody will interrupt you and that your phone is switched off throughout the session;
3. Ensure that you have eaten or have snacks available – some people have been known to come straight from a meeting and may have missed lunch which can interrupt concentration;
4. Invest in a special 'mentoring notebook' and jot down specific thoughts, actions and any other relevant notes. This will aid reflection and enable you to review your progress as you go along
5. At least 10 minutes before your session, ensure you are in a place both mentally and physically that is 'switched off' from the rest of the world. This is your time!
6. Other mentees have found it useful to build in adequate space for reflection immediately following the mentoring session in order to continue creative thinking and embed learning and development. This may not be possible, however, it's highly recommended.
7. Agree arrangements for the next meeting having agreed that it is appropriate, relevant and constructive for the Mentee / Mentor relationship to continue.

You may agree to action certain points in between sessions and these will be discussed between you and your mentor. It's important that you are honest and open with your mentor and a brief review session at each meeting will provide opportunity for both parties to discuss what is working and any changes that could help things work more effectively.