

Mentoring

'Mentoring is the process by which an experienced, highly regarded, empathic person (the mentor) guides another individual (the mentee) in the development and re-examination of their own ideas, learning, and personal and professional development' [2]. The mentor achieves this by listening and talking in confidence with the mentee.

Mentoring relates primarily to the identification and nurturing of potential for the whole person. It can be a long-term relationship, where goals may change. The goals are always based around the needs of the mentee, d ars TJ 0 Tc 0 Tw 14.34 0 Td ()Tj 0.002 Tc -0

Coaching

Many definitions of coaching also exist, which overlap to a greater or lesser degree with mentoring. Whereas in mentoring there is an implication that the mentor will be more experienced than the mentee, this is not the case with a coach who may have no direct experience or knowledge of the coachee's area of work, but is likely to be trained in the skill of coaching. Coaching will often be more performance-directed than mentoring and may relate to performance in both professional and personal arenas.

'The coach works with the coachee to achieve speedy, increased and sustainable effectiveness in their lives and careers through focused learning. The coach's sole aim is to work with the client to achieve all of the client's potential, as defined by the client' [5].

Examples of coaching:

- i. I had coaching after failing at a consultant interview. It was carried out by another consultant from outside my own specialty who was trained in this area. We had a general chat about what I thought had gone wrong and what feedback I had received. I then made a list in the presence of the other consultant about what I needed to change and how to go about that. We met several times after that and discussed progress.*
- ii. I am an ST3 and have a coach currently, through my deanery, who is a consultant from another specialty. She challenges me to set goals, plan and action them, and review the results in specific areas of my professional development. The relationship is limited to 6 months and we set goals at the beginning about the areas we were looking to address and what outcomes I wanted to achieve.*

Peer Mentoring

Peer mentoring refers to a mentoring relationship between individuals 'equal in age, experience and rank' [6], though in modern medical practice peers are not necessarily equal in age. The equality and reciprocity between individuals allows mutual support and collaboration to be achieved, resulting in both individuals contributing equally to the relationship [7]. The process is distinct from peer review. Peer mentoring is effective in achieving self-reported changes in behaviour [8] and has also been successfully used to support newly-qualified consultants [9].

Examples of peer mentoring:

- i. During my ST1 year, I had a peer mentor who was an ST7, also in Paediatrics, who shared some of my career goals. She met with me regularly and we discussed my goals and how best to achieve them, with challenge of my plans and encouragement to develop my own path to meet difficulties along the way. My peer mentor ... aimed to empower me to make changes in my life.*
- ii. I have been in my current SAS doctor post for nearly 5 years. I am very fortunate to have a more experienced SAS doctor to provide informal*

Reference List

- 1 Department of Health (2004) 'Mentoring for doctors: signposts to current practice for career grade doctors'.
- 2 Standing Committee on Postgraduate Medical and Dental Education (1998) 'Supporting doctors and dentists at work: an enquiry into mentoring', London.
- 3 Megginson D, Clutterbuck D (2005) 'Techniques for Coaching and Mentoring', Elsevier Butterworth-Heinemann.
- 4 Garr R O, Dewe P (2013) 'A qualitative study of mentoring and career progression among junior medical doctors', International Journal of Medical Education, 4, 247-52.
- 5 Rogers J (2008) 'Coaching Skills: A Handbook', McGraw-Hill International.
- 6 Bussey-Jones J, Bernstein L, Higgins S et al (2006) 'Repaving the road to academic success: the IMeRGE approach to peer mentoring', Acad Med, 81(7), 674-9.
- 7 Kram