Pilot Leadership Mentoring Scheme

Celebratory Closing Event
UKIO 2023
Alexandra Lipton
Scheme Aims

➢ To develop mentoring skills in a group of volunteer senior managers and current leaders from within the profession (mentors)

➢ To support a cohort of radiographers (mentees) to develop the confidence and skills to pursue leadership and management roles within the profession

➢ To evaluate the feasibility of rolling out a similar scheme to the wider membership to support and develop leadership and management skills within the wider radiographic workforce.
Overview

- Launch Event June 2022
- SoR Project Team
- Steering Group
- 10 Mentor/Mentee pairings
- Formal Training by Coach Mentoring
- Handbook/ Web Resources/Synapse Forum
- Mid Point Networking Event
- Scheme Close June 2023
- Evaluation and Publication forthcoming
<table>
<thead>
<tr>
<th>Activity</th>
<th>Dates</th>
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<tr>
<td>Application and Selection Process</td>
<td>27\textsuperscript{th} May- June 14\textsuperscript{th} 2022</td>
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<tr>
<td>Mentor Training virtual</td>
<td>21\textsuperscript{st} June 2022</td>
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<tr>
<td>Mentee training virtual</td>
<td>22\textsuperscript{nd} June 2022</td>
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<tr>
<td>Launch event</td>
<td>27\textsuperscript{th} June 2022</td>
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<tr>
<td>Contract forms completed and returned</td>
<td>29\textsuperscript{th} July 2022</td>
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<tr>
<td>1\textsuperscript{st} evaluation forms submitted</td>
<td>November 2022</td>
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<tr>
<td>1\textsuperscript{st} progress report</td>
<td>January 23</td>
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<tr>
<td>face to face networking and training event SoR HQ</td>
<td>21\textsuperscript{st} February 2023</td>
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<tr>
<td>2\textsuperscript{nd} evaluation forms</td>
<td>Fri 31\textsuperscript{st} March 2023</td>
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<td>2\textsuperscript{nd} progress report</td>
<td>April 2023</td>
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<tr>
<td>3\textsuperscript{rd} evaluation forms</td>
<td>May 31\textsuperscript{st} 2023</td>
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<tr>
<td>Final Networking Event /feedback event</td>
<td>Tuesday 6\textsuperscript{th} June 2-23 UKIO</td>
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<tr>
<td>Project evaluation/analysis and report</td>
<td>July- August 2023</td>
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<td>Publications</td>
<td>September 2023</td>
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Training and Resources

Coach Mentoring

Initial Training Webinar
How to be a skilled mentee
Growth mindset
Listening Skills
How to get more out of your mentoring relationship
Guide to effective Mentoring
The roles of a mentor

- Mentor
- Mentee

Mentors Influence

Sponsor

Performance Coach

Career Functions

Challenger

Directive

Non-Directive

Guide

Role Model

Mentees Learning Needs

Psychosocial Support

Sounding Board

Thinking Partner

Professional Friend
As we were focusing on interviews and promotion I felt that there was useful advice that I could offer as I have a lot of experience in this area.

My mentor has allowed me to grow as a leader, suggesting techniques and introducing theories to explore and implement into my role:

My evolving relationship with my mentee has allowed me to reflect on the challenges at a local service level and consider what wider support may be useful to develop our leaders of the future from a national perspective.

I have a new confidence in the abilities that I can undertake as a leader and feel comfortable in my role.
Mentor Perspective – The halfway mark my experiences so far:

Before

- Caution – can we establish the relationship sufficient to build the necessary trust?
- Establishing the best way to connect with each other.
- Chatham house rules & impartiality.

During – Initial thoughts

- Understanding Mentee’s professional practice aspirations.
- Harmonising Mentee aspirations to explore potential career trajectory.
- Drawing out personal value sets to discover alignment with potential organisations.
- Provision of a “sounding board” capacity.

After 6 months...

- Trust established.
- Critical friend – safe space & challenges.
- Perspective taking drives enablement.
- Exploring different career directions.
Mentee Perspective – The halfway mark my experiences so far:

**Before**

- Apprehension – not knowing what to expect.
- Unfamiliar relationship – serious & sensitive topics, unsure how I would react to this.
- Would I get the most benefit from this if I was the barrier?
- Something new but unfamiliar territory.

**During – Initial thoughts**

- Instant connection with partnership.
- Relief – somebody that understood me both personally & professionally.
- Impartial view is available – gives a different perspective, highlights awareness.
- Time to unload / reflect.

**After 6 months…**

- Somebody to push and motivate me.
- Learned lots about self-awareness.
- Thought a about where I want to go.
- Sought advice & moral support.
Mentee Reflections at Project End:

“I'm very appreciative of the experiences and mentorship that I've had throughout the programme. The whole experience has been positive and beneficial to my personal and professional development. I honestly don't think I could have been paired with a better mentor, and I really think that was a key element to ensuring everyone got the most out of the programme.

It's been a great opportunity to be guided and steered by a valued professional in the radiography sector and has really helped decide my future career path. I really needed that additional support from somebody that not only knew about radiography but also knew about leadership. Penny has been an amazing support and I'm really proud of my achievements and the opportunity to participate in this programme.”
Mentor Perspective at Project End:

- Learning Opportunities - Further honing own Leadership and Communication Skills.
- Build a stronger, more diverse professional network.
- In Mentoring, Learning Goes Both Ways – reverse mentoring moments!
- Altruism Is Its Own Reward – Passing The Baton....
My Journey as a Mentee

Sarah Eades Formally Clinical Governance & Quality lead Radiographer
The WHYs

• Newish Role
• Wanting direction
• Frustration breaking that barrier to Management
• Networking
• Exploring my own values and challenging myself
The How’s

• Exploring my role and where I fit
• My ambitions
• Build maps
• Looked at all the what if’s
• Creative ways of thinking
The what Next

• Skills to approach things differently
• More ambitious
• More aware of what I actual want
• Side projects- Shared work force, Improved relationships and other opportunities
• Side by side I started my own journey as a Mentor.
Pilot Leadership Mentoring Scheme

Elizabeth Ladd
### Reflections

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<td>Structure of sessions – face to face &amp; online</td>
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<td>Content of sessions – kept fluid, mentee lead, based on themes emerging from the workplace but reflect on objectives</td>
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<td>Areas of strength and those for growth</td>
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<td>Resources &amp; strategies</td>
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“Being part of the Pilot Leadership Mentoring Scheme has been invaluable to me… Having access to SOR resources through the Synapse workspace, networking with others through the PLMS, and meetings with my mentor have supported my performance at work and helped me to tackle objectives set as part of the scheme.”

“Meetings with my mentor are a safe space to explore challenges, ideas, feelings and situations I have encountered.”

“On a personal level I have really enjoyed the opportunity to act as a mentor. I have found that I have adapted my approach to mentoring and have tried different techniques that I have not previously used. This combined with the feedback that I have received from my mentee has helped me to refine my style and try to adopt the right approach for different scenarios.”
Mentor & Mentee

• **25 years in RT, 3.5 years as a Head of Service**
  • Lack of comprehensive leadership training/ exposure for clinical staff
  • Not always obvious mentors where you work

• **19 years in RT**
  • Worked in UK for several years
  • Head of department in SA
  • Currently in private RT centre, B6
  • Wanted to move into the NHS for a leadership position
Realistic goals

Learning about the NHS

Job application preparation

Interview practice

Looked at job vacancies and applied for jobs

NHS Leadership position
Process

- Realistic goals
  - Learning about the NHS
  - Job application preparation
  - Interview practice
  - Looked at job vacancies and applied for jobs

Senior position in PP

Head of PP department in Ireland

NHS Leadership position
Process

Realistic goals

- Learning about the NHS
- Job application preparation
- Interview practice
- Looked at job vacancies and applied for jobs

Senior position in PP

Head of PP department in Ireland

LIFE

NHS Leadership position
Process

- Realistic goals
- Learning about the NHS
- Job application preparation
- Interview practice
- Looked at job vacancies and applied for jobs
- Agency work in NHS dept
- NHS Leadership position
The Experience

• Mentor
  • Learning and sharing experience

• Mentee
  • Listening ear to both personal and professional issues
  • Guidance and support
  • Opened her mind to possibilities she had not considered
  • Confidence to make changes
## Acknowledgments

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<tr>
<th>Steering Group</th>
<th>Mentors</th>
<th>Mentees</th>
<th>Project Team/Training</th>
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<tbody>
<tr>
<td>Dr Rachel Harris</td>
<td>Clare Hartill</td>
<td>Kgomotso Botsi</td>
<td>Coach Mentoring</td>
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<tr>
<td>Shelley Whittington</td>
<td>David White</td>
<td>Sarah Eades</td>
<td>Clare Leeson</td>
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<td>Dr Christina Malamateniou</td>
<td>Elizabeth Ladd</td>
<td>Emma Smith</td>
<td>Corinne Thomas</td>
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<td><strong>Formal Radiography Research Mentoring (FoRRM)</strong></td>
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<tr>
<td>Karen Smith</td>
<td>Jill Mckenna</td>
<td>Charlotte Smith</td>
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<tr>
<td>Paula Horne</td>
<td>Penny Owens</td>
<td>Hannah Scragg</td>
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<tr>
<td>Alison Hewitt</td>
<td>Julie Somers</td>
<td>Sherveen Wells</td>
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<tr>
<td></td>
<td>Kim Robertson</td>
<td>Jessica Webb</td>
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Thank you
alexandral@sor.org
Project Lead