

# **“MENTORING FOR THE HEALTH OF YOUR WORKPLACE”**

**How Mentoring With Psychological Safety  
and Psychological Capital Achieve  
Medical Practice Excellence.**



Dr. David  
Farrar

Managing Partner at Koliso | The Psychology of Business  
[david@koliso.com](mailto:david@koliso.com) | 612 423 2723 | [www.Koliso.com](http://www.Koliso.com)

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The Psychology of Business

2

Royal Military College of Australia and  
the University of Melbourne

3

Economics and Psychology Degrees,  
Accredited Psychologist

4

International Experience as an  
Executive, Consultant and Speaker

5

Two terms as Minneapolis  
Commissioner of Civil Rights



# The Importance Of Mentoring And How It Plays Into The Health Of Your Organization From The MGMA Website

“With exceptional peer-to-peer and mentor-to-peer support systems as well as abundant hard-copy and digital resources, we are spearheading the path to healthcare advancement.”

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# Overview

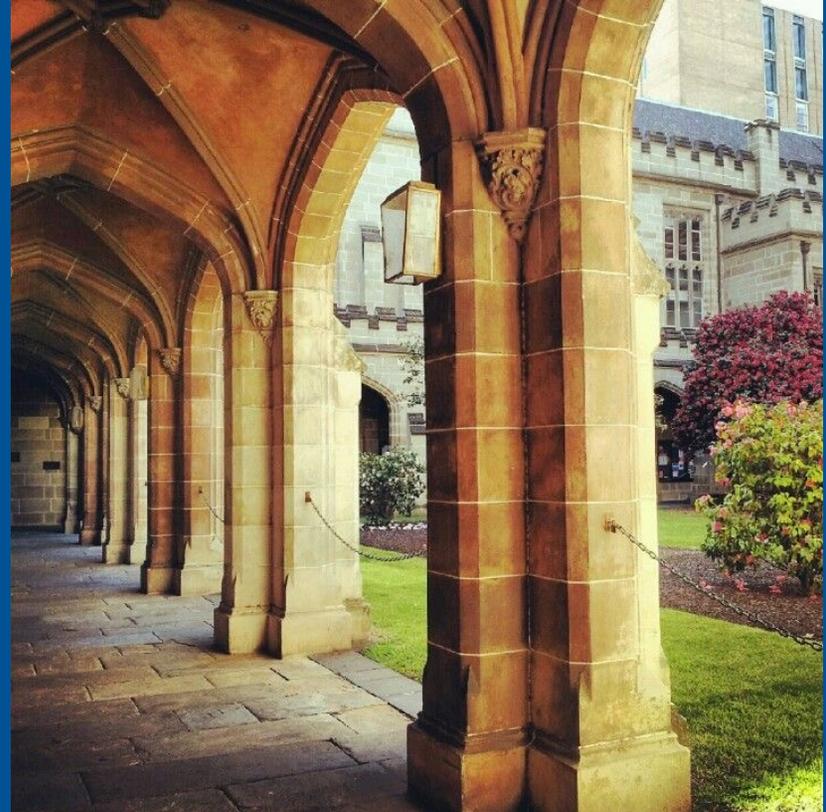
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- A personal tale of mentorship
- How mentoring contributes to an exceptional healthcare workplace
- What makes a good mentor relationship
- Where to find a mentor, how to ask, how to offer
- Next steps



I started  
Law School at  
18...

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## I started Law School at 18

How well do you think I did...  
...I did OK but...

- No one in my family was a lawyer
- No one in my family had ever graduated from college
- No one in my family had ever graduated from high school
- I didn't know anyone going to college with me
- I'd never met a lawyer, let alone had any kind of relationship with one



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## For “academic rehabilitation” I transferred to psychology

- They assigned us to “study groups”
- They mixed the straight-from-high-school students with ‘mature age’ students
- Each group was assigned a tutor and there were fixed tutorial sessions every week
- The professors were available for questions on a walk-in basis
- Part of professional registration as a psychologist in Australia was two years post graduation supervised practice signed off by a registered psychologist

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In The Odyssey,  
Mentor is a person.

A mentor is **someone who instills a heroic mentality in somebody.**

## What is mentoring?



The story of Mentor comes from Homer's Odyssey. Odysseus, king of Ithaca, fights in the Trojan War and entrusts the care of his household to Mentor, who serves as teacher and overseer of Odysseus' son, **Telemachus.**



**MENTORING**

**AND MEDICAL PRACTICES**

# Why is mentoring important?

Changing landscape of healthcare due to covid, and different generations in the workplace leads to an even a greater need to have mentoring established and aligned to the organization.

Mentoring is a program that supports the individuals as well as the organization ....

# TWO THINGS CRITICAL FOR THE HEALTH OF A HEALTHCARE ORGANIZATION

1. A pipeline of people with skills that will be needed in the future
2. Managing valuable relationships and knowledge as people transition into and out of the organization.

Mentoring provides a channel for both transferring knowledge and maintaining relationships. A good mentoring program is one of the most cost-effective ways to implement best in class talent management.

# MGMA article

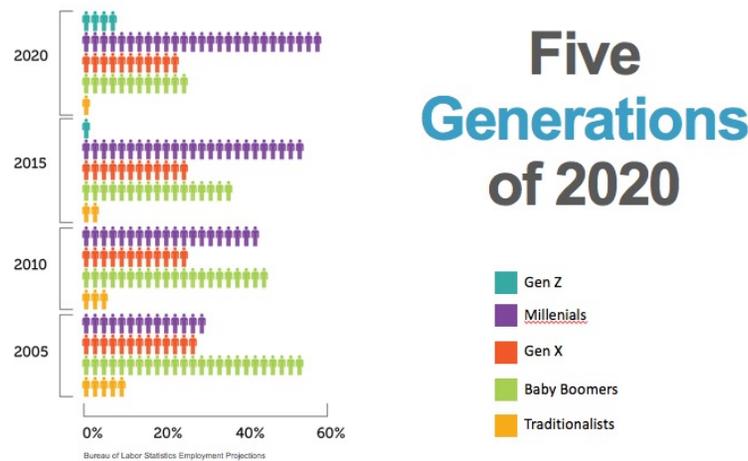
## “The importance of physician leadership education”

During the COVID-19 pandemic, medical practices have experienced heightened rates of staff turnover, as well as rising compensation costs and burnout- and retirement-driven healthcare turnover.

# GENERATIONS

## Gen Y - Millennials

1977- 97, 22-42 yrs



Many workplaces are composed of all five generations. Maybe yours does because physicians tend to work longer in their careers than many other professionals. But the mix is changing...probably many of your less senior employees are millennials.

**Traditionalists**—born before 1946.

**Baby Boomers**—born between 1946 and 1964.

**Generation X**—born between 1965 and 1976.

**Generation Y, or Millennials**—born between 1977 and 1997.

**Generation Z**—born after 1997

- "Millennials have become the true engine of Latin America's society." BBVA Bank Study 2018
- Millennials have more in common with other millennials between countries in the Americas than there are differences between the populations. Huizenga College of Business and Entrepreneurship study, 2021
- Millennials have surpassed Baby Boomers as the nation's largest living adult generation, according to population estimates from the U.S. Census Bureau.

- **Wants lots of feedback and opportunities to grow.**
- **Tends not to stay as long as older generations.**
- **“Everyone gets a trophy”**
- **Wants things to be interesting and part of a bigger picture**



## **Millennials**

Younger employees have different expectations of work and a career.

# HOW HEALTHCARE ORGANIZATIONS ARE USING MENTORING

Overall, mentoring is a valuable tool that healthcare organizations can use to develop their staff, improve patient care, and build a stronger organizational culture.

Some examples of how healthcare organizations are using mentoring include:

**Leadership Development:** Mentoring can be used to develop the leadership skills of current and aspiring leaders in healthcare organizations. Mentors can provide guidance and support to mentees in areas such as decision-making, communication, and team-building.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

**Career Advancement:** Mentoring can be used to help employees develop the skills and knowledge they need to advance in their careers within the healthcare organization. Mentors can provide advice on career paths, opportunities for professional development, and networking.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

## **New Employee Onboarding:**

Mentoring can be used to help new employees acclimate to the healthcare organization and its culture. Mentors can provide guidance on organizational policies and procedures, as well as tips for working effectively with colleagues and patients.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

## **Patient Care Improvement:**

Mentoring can be used to improve patient care by helping staff members develop the skills and knowledge they need to provide high-quality care. Mentors can provide guidance on evidence-based practices, patient communication, and other skills relevant to their specific roles.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

### **Clinical Skills Development:**

Mentoring is used to develop clinical skills in healthcare professionals. Mentors work with junior clinicians to help them improve their clinical skills, such as diagnosis, treatment, and communication with patients.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

**Knowledge Transfer:** Mentoring is used to transfer knowledge from experienced healthcare professionals to new hires or less experienced colleagues. Mentors share their expertise and experience, helping their mentees to acquire the knowledge and skills needed to provide high-quality patient care.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

## **Diversity, Equity, And Inclusion:**

Mentoring can be used to promote diversity, equity, and inclusion in healthcare organizations. Mentors can provide guidance and support to employees from underrepresented backgrounds, helping them navigate the organization and overcome barriers to success.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

That's **Seven** ways healthcare organizations are using mentoring.

Overall, mentoring is a valuable tool that healthcare organizations can use to develop their staff, improve patient care, and build a stronger organizational culture.



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

*"It was my first job in a healthcare organization and an experienced administrator acted as my mentor for a few months helping me understand how things got done and how to prepare essential documents"*



HOW HEALTHCARE  
ORGANIZATIONS  
ARE USING  
MENTORING

# THE PSYCHOLOGICAL MODEL



HOW TO BE A GOOD MENTOR

# Successful Mentors Offer

## Psychological Safety

“The highest-performing teams have one thing in common: psychological safety — the belief that you won’t be punished when you make a mistake. Studies show that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off — just the types of behavior that lead to [high performance]”

Harvard Business Review, August 24, 2017

# Successful Mentors Offer

Giving  
Others the  
Benefit Of  
the Doubt

**Psychological  
Safety**

Open  
Sharing

Respecting  
Differences

Comfort with  
Mistakes



**Open Sharing...**  
appropriately letting others  
into the world as you  
experience it.





# Benefit of the doubt...

when someone takes a risk,  
asks for help, or admits a  
mistake, trust that they are  
well intentioned and  
motivated to do better.





**Comfort with mistakes...**  
as an opportunity to learn and  
grow.





**Respecting differences...not simply ignoring or tolerating differences. Rather, it is recognizing differences, understanding their significance, and responding with interest, courtesy and positive regard.**



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**Psychological  
Capital**

“A set of resources a person can use to help improve their performance on the job and transfer the things they learn from one context to another. It includes four different kinds of resources – self-efficacy, optimism, hope, and resilience.”

# Mentor + Mentee

Come Together With

Giving  
Others the  
Benefit of  
the Doubt

**Psychological  
Safety**

Open  
Sharing

Respecting  
Differences

Comfort with  
Mistakes

TO  
GROW

Optimism

Resilience

**Psychological  
Capital**

Hope

Efficacy



**Efficacy...**

**confidence in the ability to  
control outcomes and  
overcome difficult challenges.**





# Optimism...

a person's expectation of positive outcomes by framing the three Ps: Is it Permanent, Pervasive and Personal





**Resilience...**

**the ability to bounce back  
from challenges, risks, and  
failures.**





Hope...

people with hope have  
Agency (the motivation to  
succeed) coupled with a  
Navigational Map to  
accomplish the goal.

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# WHERE TO FIND A MENTOR

1

*Mandatory programs are beneficial in a “forced knowledge transfer” scenario. Voluntary programs are a better fit in an era of increased awareness of diversity, equity, inclusion and employee engagement.*

2

*Many professional organizations, employers and even state/national associations have mentor programs.*

3

*However, as business pressures increase on individuals the old expectation of taking a newer colleague under your wing has fallen away...*

4

*A professional association recently surveyed its members in 2003. 88% of those who responded believed that mentoring was essential for career development; only 27% said there was a mentor available to them when they needed one.*

5

*... it’s a good idea for every professional to be on the look out for mentors.  
It’s good for your organization if they can find their mentors in-house*

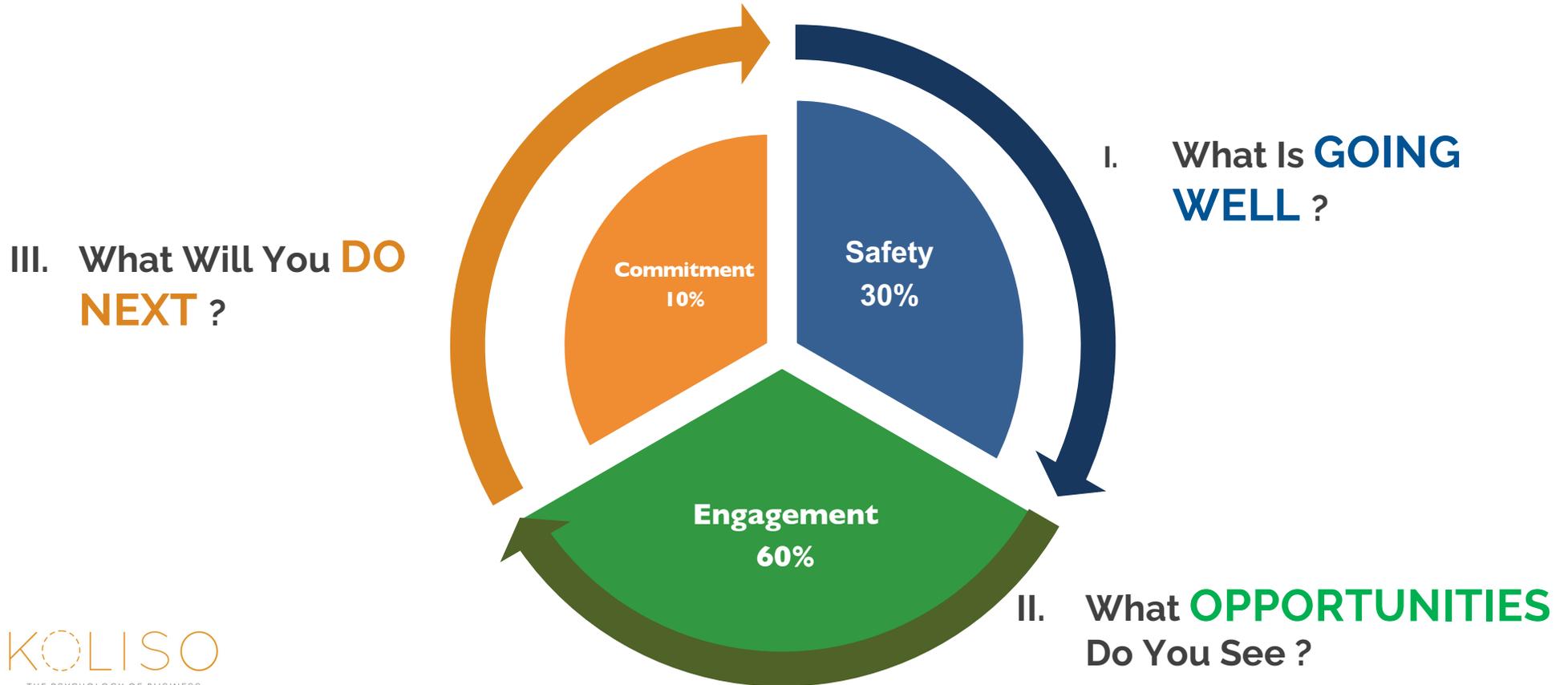


# These Are Social Skills



# Productive Check Ins

## The **SEC** Model



# HOW TO MAKE THE ASK



Find an appropriate time and place.



Use the S E C model



**Safely** describe the guidance you're seeking



**Engagingly** let them know why you'd ask them, and if this is something they would be willing to do



Confirm your Commitment to do the necessary work and follow-through while suggesting one small next step

# HOW TO MAKE THE OFFER



Find an appropriate time and place.



Use the **S E C** model



**Safely** describe what you see



**Engagingly** let them know what you can offer, and if this is something they would like



Confirm your **Commitment** to follow-through while suggesting one small next step

**Social bonds are one of the most significant factors inducing people to return to the office after COVID**

# WHAT ACTIVITIES CAN BE DONE DURING THE RELATIONSHIP



Productive  
check ins

using the

Safety,  
Engagement,  
Commitment  
model



Informal/semi-  
social get  
togethers where  
you discuss  
work.



Job shadowing



Doing  
continuing  
education  
classes together

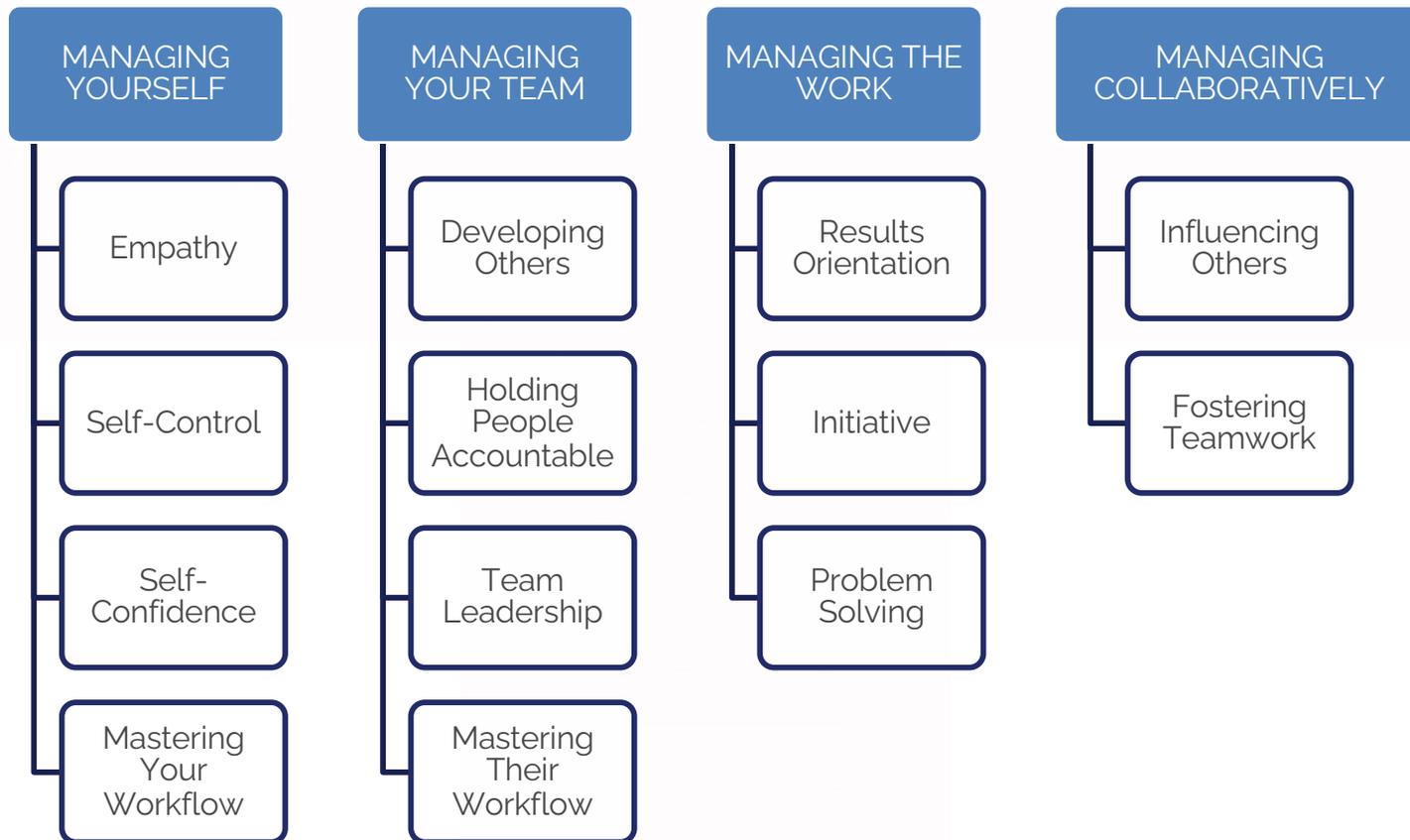


Attending  
MGMA and  
other  
professional  
events together

# SOME PROGRAM GUIDELINES

- Set clear expectations...not just when, where and how often, but also things like whether or not there will be giving of advice on specific matters, being a direct advocate for career advancement, the mentee's responsibility to check the soundness of advice given, if the mentor is reporting progress to someone...
- The person being mentored takes responsibility for the agenda and the relationship. (Mentoring is done with the person being mentored, not to the person being mentored)
- People support what they help to create, (the IKEA effect)
- It's ok to change, it's ok to move on

# The Competency Model We Use For Professionals With Management Responsibility Can Be Learned Through Coaching And Mentoring



# **SETTING UP** Your Mentoring Program

Communicate The Goal To The Firm, Get Buy In

- Is engagement low? (Engagement is the willingness to give discretionary effort to the organization)
- Are talented associates leaving?
- Is your gender balance in leadership highly uneven? BIPOC?
- ?

# SETTING UP Your Mentoring Program

## Your Next Steps

- Communicate the goal to the organization, get buy in
- Outline the process
- Select the participants
- Match mentors with mentees
- Mentor training
- Metrics, measurements and follow up

## Table Top Discussions

# Table Questions

Let's ensure we have some people who have a mentor program and some who don't have a mentor program at each table. Let's also try to have some people who have a formal succession planning program at each table, and some who don't.

Questions for everyone: Why do you have or not have a mentor program? Why do you have or not have a formal succession plan? What are the most compelling reasons at your table?

Then, let's number each table and find your most compelling answers to the questions below.

<b>01</b> ROI What returns on investment should you expect?	<b>02</b> MENTORS How do you/should you choose your mentors?	<b>03</b> MENTEES How do you/should you choose your mentees?	<b>04</b> MATCHING How do you/should you match mentors and mentees?	<b>05</b> RESPONSIBILITY Who is or should be responsible for the program?
<b>06</b> IMPACT How would you measure the impact of a successful mentoring program?	<b>07</b> IMPACT How would you measure the impact of a successful succession planning program?	<b>08</b> FEEDBACK How does your firm give developmental feedback to employees? Is this good enough?	<b>09</b> NEXT STEPS How would your firm launch or take next steps to improve a mentoring program?	<b>10</b> ANY OTHER QUESTIONS What other questions do you want answers to about mentoring and succession planning?





**QUESTIONS**

**COMMENTS**

**Ideas**

# Thank You

If you would like to have a brief chat about implementing a program in your workplace, you can schedule a 15 minute zoom using this link:  
<https://calendly.com/david-koliso>