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**Capturing the Magic:
Mentoring for the Alcohol
and Other Drugs Field**



National Centre for Education and Training on Addiction
(NCETA), Flinders University, Adelaide, Australia
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Presentation Overview

- Mentoring defined
- Objectives and importance of mentoring
- Characteristics of effective mentors and protégés
- Models of mentoring
- The mentoring relationship
- Mentor roles
- Characteristics for effectiveness

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Presentation Objectives

- To explore the concept of mentoring
- To identify factors that facilitate or inhibit mentoring activity
- To gain an understanding of the key components of effective mentoring programs

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Key Characteristics of a Mentoring Relationship

- Developmental relationship
- Focused on learning
- Partnership approach
- Mentor encourages protégé to problem solve

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Definition of Mentoring

Mentoring is essentially a collaboration, whereby the mentor works with the protégé to enhance learning and address issues and challenges. Mentoring relationships differ in a number of key ways, related to the formation and aim of the relationship, the context in which it occurs and the degree of difference in experience between mentor and protégé.

- Collaboration,
- Enhance learning and address issues and challenges
- Relationships differ in formation, aim, context and experience

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Objectives and Importance

- Maintain and improve the overall response to AOD issues
- Sustain skill and knowledge base of workforce
 - ensuring sufficient workers to absorb effects of staff turnover
 - support transfer of knowledge from seasoned practitioner to protégé

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Differences in Mentoring Relationships

- Spontaneous / formalised / structured
- One-to-one / one-to-many / group
- Age or experience differential
- Intensity
- Duration

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Key Characteristics of Effective Mentors & Protégés

- Mentors:
 - interpersonal skills
 - "expert" knowledge – knowledge of organisation, field or profession
 - commitment to mentor role
 - teaching skills
 - management skills
- Protégés:
 - motivation
 - ability
 - willingness to learn

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Unique Characteristics of the Mentoring Relationship

- A good mentoring relationship is:
 - close, interpersonal
 - based on trust, mutual respect, confidentiality
 - conducted in a safe environment
 - conducted as a partnership
 - flexible
 - based on mentor and protégé compatibility



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Models of Mentoring

- Formal / Informal Mentoring
- Peer and Cross Disciplinary
- Group
- Self Managed
- Manager Involvement

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Formal / Informal Mentoring

- Informal
 - arise spontaneously, based on rapport, slow development, no formal commitment
- Formal
 - initiated and managed by an external party

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Peer Mentoring

- Reciprocal mentoring
- Enhances sharing and support
- Enhances collaboration within and between organisations
- Enhances dissemination of research and innovations

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Group Mentoring

- A small group of protégés work with one mentor
- Synergistic effect from group interaction
- Can develop cooperation and collaboration between people with diverse backgrounds
- Draws on potential for informal meetings and gatherings

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Self Managed Mentoring

- Dynamic and ongoing
- One person has more than one mentor
- May be short term, sequential, one-off
- Potential to encourage spontaneous mentoring

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Manager Involvement

- Frequent contact and common work goals
- Important for workers with limited professional development opportunities
- Dependent upon manager's AOD experience
- Some degree of manager involvement is vital

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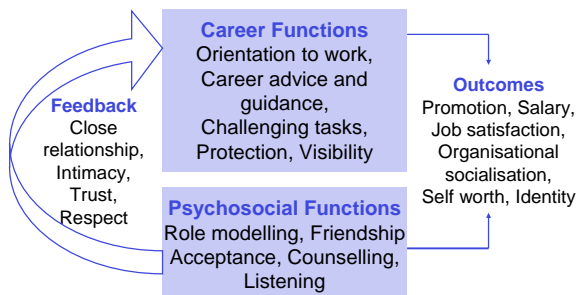
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Objectives and Importance

- Address recruitment and retention issues
 - Incentive
 - Support
- Support collaboration amongst different professionals
- Manage demands of dynamic AOD field

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Putting it all Together: The Mentoring Relationship



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Mentor Roles

- Teacher/Trainer
- Role Model
- Protector
- Sponsor
- Counsellor
- Coach
- Advisor
- Broker
- Referral Agent
- Advocate
- Guide
- Ally
- Catalyst
- Savvy Insider

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Key Characteristics for Effectiveness

- Mentoring Program:
 - clear purpose and objectives
 - consistency with organisational culture
 - integration with other Prof Dev. activities
 - careful selection and matching
 - training and ongoing support
 - flexibility and sensitivity
 - ongoing evaluation

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Key Characteristics for Effectiveness

- Organisations:
 - commitment to investing in people
 - continuous learning
 - low competitiveness
 - high trust
 - good communication
 - high social support and contact
 - shared problems and responsibilities

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Further Information

NCETA's mentoring monograph is available from our website – www.nceta.flinders.edu.au

McDonald, J. (2003). *Mentoring: An age old strategy or a rapidly expanding field. A what, why, and how primer for the alcohol and other drugs field.*

Or for a hard copy contact NCETA:
Email: nceta@flinders.edu.au
Phone: 08 8201 7549

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