

Mentorship: Developing the Next Generation of Human Resources Leaders

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Content Outline

- Welcome and Introductions
- Key Programmatic Elements
- Core Competencies and Characteristics
- Questions and Answers



Mentor Defined

Merriam Webster: “A Trusted Counselor or Guide”

ASHHRA: A mentor is a more experienced individual who helps and guides another individual’s development and this guidance is not done for personal gain.”



ASHHRA National Mentorship Award

In Memory of Paul Guy

To recognize members of ASHHRA who exemplify those qualities of mentorship as demonstrated by Paul Guy



Key Programmatic Elements

Foundational Elements

- Purpose, Goals and Objectives
- Selection Process: Mentors and Mentees
- Intra/Inter-Site
- Intra/Inter-Disciplinary
- Size of Cohort
- Meeting Schedule
- Program Duration



Key Programmatic Elements

Program Features

- Discussion Topics
- Career Assessment/ Development
- Guest Mentors
- Book/Article Selections
- Additional Learning Opportunities
- Reverse Mentorship
- Individual Coaching/Advisement



Key Success Factors

- Set Clear Expectations
 - Behavioral Norms
 - Roles and Responsibilities
 - Confidentiality
- Regularly Scheduled Meetings
- Open and Honest Dialogue
- Periodic Feedback/Evaluation



Expectations: Mentors and Mentees

- Make Mentorship Program a Priority
- Get to Know Each Other
- Attend Meetings Consistently
- Actively Engage in Discussions
- Take Advantage of Opportunities to Grow/Develop
- Maintain Confidentiality
- Be Open to Constructive Feedback



Core Competencies and Characteristics



Characteristics of Successful Mentors

- Serve as a Role Model
- History of Professional/Career Success
- Genuinely Care About Mentees
- Willing to Invest Significant Time
- Provide Mentees with Opportunities to Grow and Learn
- Openly and Honestly Share Expertise and Experience



ASHHRA HR Leadership Competencies

- Health Care Business Knowledge
- HR Delivery
- People Strategies
- Community Citizenship
- Personal Leadership



HR Leadership: Core Competencies

- Core HR Functions
- Alignment and Engagement
- Business of the Business
- Business Processes and Analytics
- Leadership Skills



HR Leadership: Key Characteristics

- Guiding Values: Respect, Honesty and Integrity
- Interpersonal Relationship Skills
- Embrace Diversity and Inclusion
- Teamwork/Collaboration
- Customer Service
- Emotional Intelligence



ASHHRA Self-Assessment Tool



Reference Tools



ASHHRA Mentoring Program Success Strategy Guide



Mentee Name

Mentor Name

Mentorship Objectives:

Mentee: Objectives / HR Leader Competencies to develop	Projects / Activities to Achieve Objective (refer to HR Anatomy Competency Guide)	Mentor: Define how the mentor will help the mentee to achieve stated objective	Complete by	Status

Suggested Reading

ASHHRA hr Pulse, Fall 2015 “The Junior Executive Mentoring Program”, Cathy Dancy,
PHR

“Seven Keys to Successful Mentoring”, E. Wayne Hart

“The Power of Inclusion, Unlock the Potential and Productivity of Your Workforce”,
Michael C. Hyter and Judith L. Turnock

DDI (Development Dimensions International): “Women As Mentors: Does She or
Doesn’t She, A Global Study of Business Women and Mentoring”, Stephanie Neal,
Juzmine Boatman, Ph.D and Linda Miller

Journal of Vocational Behavior, Volume 83, Issue 1, August, 2013, “Career Benefits
Associated with Mentoring for Mentor, A META-Analysis” Rajashi Ghosh and Thomas
G. Reio, Jr

Management Mentors Blog

LinkedInMentoring.com

Virtual Mentoring using LinkedIn

Findamentor.com

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