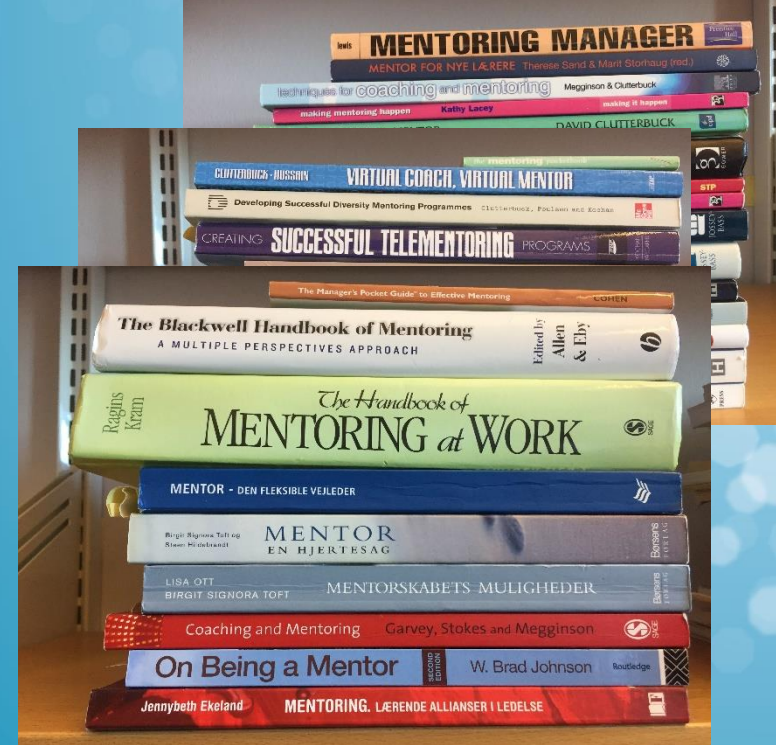


# Mentor program for nurse leaders in Norway

Faroe Islands Nordic LNN 30.05.2024

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Program leader NSF's mentoring program, Board  
member NSFLSL



# Presentation

- Why invest in nursing leadership mentoring?
- The Norwegian program/model
- How to facilitate the mentoring of managers?
- Results and research



# The purpose of the Mentor Program for Norwegian Nurses Organization is to...

- Contribute and facilitate the development and motivation of nurse managers.
- We want to develop a program that can help to retain and recruit competent nurse managers to support good health services.
- The program is part of NSF's leadership initiative.
- All adept had to apply for participation



**Having a leadership position in nursing is hard work, but it also means that you get:**



Power- to act and influence



Authority



Responsibility



Possibilities



Access to resource, priority and decisions arenas



# Having a leadership position offers many opportunities

- Overview Organizational understanding Knowledge of and ability to use frameworks, Systematics Insight, Strength to endure opposition Requires the ability to assess and handle conflicts
- Long-term perspectives, strategy Ability to make decisions Targeted energy Strength to face dilemmas Competence and ability to prioritize Confidence to motivate and delegate Ability to build a good working environment Ability to make visible Willingness to revise, change and renew



# Norwegian Nurses Organization Mentoring Program

- ...is to contribute to motivation, development and continuity for nurse managers at different management levels, within various professional fields. It is important to retain and recruit nurses to leadership positions in the health service.
- The program is an offer for nurses in various management positions who want to develop in the role of manager. Primarily "fresh" nurse managers. The mentoring program can be a good support in demanding leadership tasks and increase confidence in the leadership role



# Responsibilities and roles in the programme

- Program manager: Bente Lüdemann, Jan-Erik Nilsen, Ine Myren
- Program manager: Mette R. Dønåsen
- Program team: Mette R. Dønåsen, Jan-Erik Nilsen, Svein Roald Olsen and Kristine B. Stenstad
- Mentor facilitation: Mette R. Dønåsen, Marit Silseth
- Follow-up researcher (team): Siv Skarstein



# What is mentoring?

- NNO's mentoring program involves a collaborative relationship between mentor and participant (adept), where objectivity, responsibility, honesty, trust and confidentiality are essential.
- The mentor's task is to help and support the adept in his own learning to develop his leadership skills, increase his achievements, maximize his potential and enable him to become the leader he wants to be.
- It is a relationship based on mutual respect, where knowledge and experience are used with a common interest in development in the leadership role.





# Participants NNO's mentoring program for Nurse Managers 2023-25



# Structure

- Three sessions, physically or digitally, over 1,5 years. Digital meetings between adept and mentor every three weeks or by agreement
- Mentor forum once every six months
- Pairs talk for the 15 couples with program leader once every six months
- Follow-up research



# Time schedule 2023-25

**1. Establishment of program management, teams, tasks and structure**  
November 20.11 2023

**2. Recruit adept og mentors**  
Nov- des 2023

**3. Start-up** October 2023  
Developed along the way with input from the participants of the program management, teams, tasks and structure

**6. Mentor training** January 29.01. 2024  
Day collection - physical

**5. Matching mentor and adept**  
•Deadline 15 januar 2024

**4. Recruit adepts**  
Announcement in November with a deadline of 15 December 2023

**7. Starter collection**  
everyone February 12 and 13.02 2024  
Lunch to lunch meeting  
Starting mentor and adept meeting every third week

**8. Center gathering**  
everyone November 2024  
day collection digital

**9. Final assembly** everyone  
May 2025  
Lunch to lunch meeting



# Roles - adept

- An **adept** is a nurse leader who wants to develop as a leader. Reflect on dilemmas and challenges in exercising his own leadership.
- The adept is the one who prepares questions for the conversations with the mentor



# Roles-Mentors

- The mentor should have high relationship skills and be recognized as a good leader. Good professional competence, own desire to contribute to the growth of others, good communication skills.
- Becoming a good mentor requires an understanding of what enables learning and development in an individual. This forms the basis for how one can exercise the mentor role in such a way that promotes learning.



# Whats in it for the mentors?

- Share experiences, knowledge and expertise contribute to others development proses
- Participation in seminars and forum of mentoring
- Greater understanding of own role as a leader and mentor
- Better understanding of own and other organizations
- Increased understanding of the needs, wishes and motives of other stakeholders
- Develop your own realationship and communication skills
- Awarness of values, inspiration, new ideas and personal development
- Network, knowledge and expertise on mentoring
- Certificate



# Roles- Mentor

- A **mentor** in our program will be a nurse with significant management experience.
- The mentor has breadth and depth of professional knowledge, networks, and must stimulate learning and development through listening and asking questions, in reflection and in dialogue with the adept.







# Statement Adepts and mentors spring 2024

- **Adepts:**

- Torjus "The mentoring program and my mentor Mette have been absolutely crucial for my start as a leader to have gone as well as it has"
- Berit, - "The conversations with Lena make me feel safe and have improved my self-confidence"
- Trude, - "Full flap with the two of us , this is gold for me"

- **Mentors:**

- Åse "As a mentor, I feel that I am valuable to Trude in her everyday life as a leader"
- Bente, - "I learn a lot from my adept and this is a win-win situation"
- Ragnhild "I have to stop in my everyday life and allow myself to be inspired and engaged by Dienne"



# the program

Goal setting documents  
-setting goals for the  
collaboration

Cooperation agreement  
Meeting preparation and  
following up work

Logbook  
Metacommunication



# Research and evaluation

- Research is investigating something using a scientific method in order to produce new knowledge
- NNO wants to work knowledge-based in this program



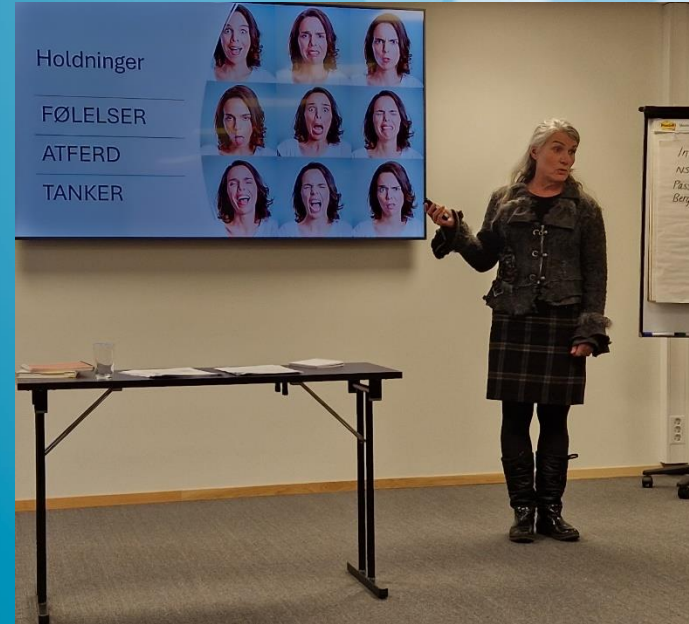
# Benefits of mentorship

- *"The research on the effects of having a mentor is pretty clear: People with a mentor perform better, advance in their careers faster and even experience job satisfaction."*
- Mark Horoszowsky to Harvard Business Review 2020.



# We believe that research is important in order to:

- Clarify results, usefulness and effect
- Enrich the field of knowledge
- Provide feedback and documentation to participants
- Develop leadership mentoring as an intervention to retain, recruit and develop nurses in leadership positions



# Research and data collection for the program

- Collection of data via QPS Nordic, a validated and reliability-tested mapping form developed by the Norwegian Institute of Working Environment (STAMI). Used in Nordic countries for a number of occupational groups (at start and end of the program ).
- Focus groups, verbal and written feedback from structured discussions at start and end.
- Couple conversations, joint gatherings and dialogue
- Evaluation, report



# Overall data selection for the Mentorpilot and the program

- 42 women, 8 men = N-50 Managerial experience varied between 0.5 years to 41 years, average managerial experience = 14.0 years (i.e. a very experienced group)
- 30 of the participants have management training in the form of: internal management courses and programs, individual subjects from the HE sector, NSF's leadership program Leadership for change, or a master's degree from a college/university.



# Resourceful group in the program:

- Managers who have applied to the mentoring program are resourceful, most have specialist training in a clinical field, this in addition to some form of management training.
- Many are recruited from their own professional environment.





# Focus of new nurse managers research from pilot



- New managers make high demands on themselves in the leadership position
- New managers find the leadership position demanding
- New leaders feel that they are unclear as leaders
- New managers experience insecurity in relation to their own mastery of the leadership role
- New managers lack managerial support and social leadership network



# Focus of experienced nurse managers (from the pilot)



Strategic management is an important task for a manager

Prioritization is a prerequisite for strategic management

A manager must be persistent to achieve strategic goals

Looking after, and motivating employees is crucial for success.



# Document, publish articles, participate and present at conferences nationally and internationally

The current issue and full text archive of this journal is available on Emerald Insight at:  
<https://www.emerald.com/insight/1751-1879.htm>

## I became a leader by coincidence: specialised nurses as leaders in the field of mental health and substance abuse

Specialised  
nurses as  
leaders

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### Abstract

**Purpose** – This study aims to examine nurses' motivation for leadership and explore important challenges nurses face in leadership positions.

**Design/methodology/approach** – Semi-structured interviews were conducted with 20 nurses in leading positions. Thematic analysis was used to analyse the data.

**Findings** – Nurse leaders are recruited from clinical settings, and the transition process from clinical nurse to leader is demanding. Their motivation for leadership seems to be in human values and caring for others. Lack of strategic focus might be a challenge. Nurses in leadership positions emphasize the importance of good relationships with the staff and require an increased focus on strategic leadership.

**Research limitations/implications** – Studies have revealed the frustration associated with the role of a leader. The implementation of a clinical leadership development programme, nurses were



# So, do nurse managers need mentoring?

Thanks for your attention, and good luck with the conference!

