

## The Developmental Model of Mentoring

Leukaemia UK advocates a developmental model of mentoring. Developmental mentoring emerged in Europe in the 1980s as a process for empowering others to take charge of their own development. This kind of mentoring stands in contrast to a 'structured' or 'sponsorship' model of mentoring, which was more widespread at the time, especially in the business world in the United States. It is important to be clear on how different these two approaches are.

### Developmental Mentoring

The mentor is more experienced in a relevant field but ideally independent of the mentee's direct professional life.

The mentor helps the mentee to discover their own wisdom and do things for themselves.

The mentor's experience and wisdom are not necessarily passed on, but can be accessed when needed.

There is recognition of mutual growth and learning together despite different levels of experience.

The primary focus is on the development of the mentee and their personal journey.

Great questions are central.

### Structured Mentoring

The mentor may have a hierarchical influence over the mentee and their career progression.

The mentor can promote and escalate the career of the mentee.

The mentor gives advice and guidance, and the acquisition of skills or knowledge is paramount.

The learning is one way; from mentor to mentee.

The primary focus is on career development for the benefit of the organisation.

Great advice is the focus.

### Characteristics of developmental mentoring:

- Mentor and mentee are able to address difficult issues as they arise due to the significant level of trust built between the two.
- There is no line of accountability, e.g., supervisor/researcher, so the conversations are more likely to be free from bias.
- Generosity of time and help by the mentor and the willingness of the mentee to take charge of their learning.
- A focus on developing levels of understanding or taking on more responsibility.

Seeking a mentor through Leukaemia UK is an excellent way to gain the input of an independent, non-judgmental expert colleague who will help you negotiate what lies ahead.

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