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May 2024

One of the four focus areas in the Metro North Have Your Say Action Plan is *Responsive leadership*, with two initiatives underway concentrating on **coaching and mentoring**.

In this edition of the Managers Memo, you can find ways to incorporate a more coach-like approach to your own leadership and where to find resources for you and your team when it comes to development and mentoring.



Also, there's still time to [express your interest](#) to be part of the **Metro North-wide mentoring program action group**, a direct response to your feedback in the 2023 Have Your Say survey. Collaboration from employees at all locations, levels and across all streams is needed so please get involved.

## What's the difference between coaching and mentoring?

If you're at a point in your career where you feel like you'd benefit from some support or guidance, how do you know if coaching or mentoring is the way to go? Below we outline the key differences.

# Coaching vs Mentoring

Task-oriented

Involves intuitive feedback

Shorter-term relationships or intervals

Recognises coachee's personal strengths and ability to achieve their goals

Goals established to support individual based on coachee's needs not the coach's agenda

Coachee is supported to explore a range of possibilities and options, and commit to action

Focuses on progress and growth

Involves explicit directive feedback

Often long-term relationships

Based on mentor's personal experience and wisdom

Works towards career goals and capabilities

Shows you where you went wrong and are going right

Mutually beneficial for both parties

As you can see, coaching often has a relatively short-term focus, addressing immediate challenges or goals. While mentoring tends to have a longer-term perspective, fostering ongoing guidance and support throughout the mentee's career journey.

To find a Metro North coach, visit the [QHEPS page](#) or reach out to [MNcoaching@health.qld.gov.au](mailto:MNcoaching@health.qld.gov.au).

Stay tuned for the **upcoming Metro North-wide mentoring program** which is in development.

## Raelene Burke "My experience with mentoring"

Mentoring has the power to positively impact everyone involved. Whether you're the mentor or the mentee, the relationship can cultivate leadership skills such as listening, compassion and giving and receiving feedback.

We interviewed Acting Chief People and Culture Officer, Raelene Burke about her experience with mentoring and how it has helped her career. Read below what she had to say.

Having been mentored and provided mentorship, I am a firm supporter of the approach. It is mutually beneficial for both. An opportunity to learn from each other and to share experiences.

Great to progress one's career but even better to influence the career progression of a colleague.

**At what point in your career did you find a mentor and why?** When I commenced in SA Department of Education in an AO5 Industrial Relations Officer position I was able to access a mentor who allayed my initial fears regarding not being sufficiently experienced in engaging with Unions. He encouraged me to not be so reactive to the views expressed but look for mutual points of agreement and use that as the basis for future discussions. He encouraged me to be brave, act confidently even if on the inside I was somewhat terrified and always be prepared for worst case scenarios with back up plans.

**How did you decide who your mentor would be?**



Mutual identification of the need and trust that I could talk frankly about what I considered were the competencies I needed to develop and that he felt I was able to respond favourably to constructive advice.

**Did you find your career or the way you worked improved once having a mentor?**

100%. Through being mentored and observing how this senior officer worked it informed me on the direction I wanted my career to take. The mentor provided me insight as a career role model. I could bounce ideas off him and work through my approach to competency development and through the mentoring relationship I had the courage and confidence to seek promotional positions and was successful in this regard, which in part was due to the mentoring support.

**How many mentors should you have?**

Depends on where you are in your career journey. Throughout mine I have had four. The last one whilst I was working in NT Health in a senior leadership role but I still felt having a mentor added value to my decision making and the eventual courage to start my own business.

**How do you know your mentor/mentee relationship works?**

That you want to reach out to the mentor. That you look forward to the discussion. That the mentor makes themselves available for you. That there is mutual satisfaction from your discussions.

**What's the best advice you've been given by a mentor, OR what's the best advice you would give as a mentor?**

Advice from a mentor: Be brave and take the calculated risk.

Advice as a mentor: It's okay to make mistakes as long as you learn, dust yourself off and try again.

## How to take a coach-like approach to your team

The health industry is complex and requires flexible adaptable leaders. People no longer respond to the 'job' mentality which meant they accepted being told what to do and when. Rather, employees want to be engaged in their roles and have input into their work.

Adopting a coach-like approach supports you as a leader to take a solutions-focus to everyday workplace challenges, rather than an approach focused on the problem alone.

**Consider and compare the questions under the headings below.** How could each style of question impact the outcome of an everyday workplace conversation?

### Problem focused

- What is your problem?
- Why is it an issue?
- How long have you had the problem?
- When was the worst/most recent/ example of it?
- Who or what caused the problem?
- Why have you failed to fix the problem?
- What are you going to do about it?

### Solutions focused

- How can I support you?
- How could you get what you want?
- What else have you considered?
- What resources do you have that could help you?
- Could this situation be an opportunity to do things differently?
- What is there to learn?
- What needs to happen to resolve this?

Next time you are dealing with a challenge in the workplace, consider the difference you can make, just by changing your language or approach to the issue. This requires patience and commitment to changing your own mindset.

The **video below** provides a quick but easy example of how a coaching conversation might play out with a team member.



Visit the [Coaching QHEPS page](#) for more information about how to incorporate coaching into your everyday leadership. Register for upcoming coaching courses (some listed below) on TMS.



Professional coaching courses are **available for all employees and especially encouraged for our people leaders**, to enhance skills and confidence in everyday conversations at work.

The techniques taught provide support and guidance when dealing with challenging situations and how to navigate those difficult conversations. Please register if you are yet to attend.

### Level 1 Coaching conversations

Learn how to take a coach-like approach to everyday workplace conversations.

- [RBWH](#), 10 July
- [Caboolture](#), 6 August
- [Brighton](#), 7 August
- [TPCH](#), 4 September
- [RBWH](#), 10 September

### Level 2 Positive psychology

Gain insight into your own and other's thinking styles and biases.

- [TPCH](#), 13 June
- [STARS](#), 30 July
- [Redcliffe](#), 3 August
- [TPCH](#), 6 September

### Level 3 Coach responsibly

Explore the ethics and responsibilities of coaching, and the core ICF competencies.

- [TPCH](#), 1 July
- [RBWH](#), 9 September
- [Redcliffe](#), 9 October

Find out more on [QHEPS](#), register for the courses on TMS or contact [MNcoaching@health.qld.gov.au](mailto:MNcoaching@health.qld.gov.au).

**We need you!**

Metro North Health

# Coaching Intensive

**BOOK NOW!**  
SPACES FILLING FAST!

VALUES IN ACTION

For more information, search 'Coaching Conversations' on QHEPS or contact [MNCoaching@health.qld.gov.au](mailto:MNCoaching@health.qld.gov.au)

## Become a Metro North Coach!

Coaching is a means of empowering others to be successful and supporting them to achieve their goals. The Metro North Coaching team is a group of committed and caring staff members who volunteer their time and effort to support their peers through one-to-one coaching. We are now looking for more coaches to join the team! Applicants must have manager approval and be available to attend ALL dates below. Limited spaces available. Please complete the EOI link below!

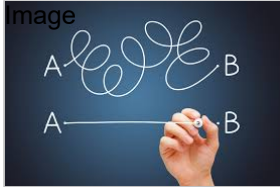
28 August 2024 – Level 2 & 3 Coaching Workshops  
8, 9, 10 October 2024 – Coaching Intensive provided by AIPC @ Herston

**Complete the EOI** [CLICK HERE](#)

## General updates

### Could 'Easy English' help your communications?

Metro North Language Services can provide certified interpreters and written translations to any level including Legal and Medical. This can be for letters, meetings, etc. where the person has better comprehension in a language other than English (also Aulsan). All interpreters and translators are accredited, vetted and covered by confidentiality provisions.



Just recently 'Easy English' was added as an option. Easy English is a style of writing that has been developed to provide understandable, concise information for people with low English literacy.

Reach out to [Jason Cochrane](#) if you would like more information.

### Recognise your people

Every day we hear stories of individuals who are putting the Metro North Values of Respect, Compassion, Teamwork, High Performance and Integrity into action – VIA VIPS!

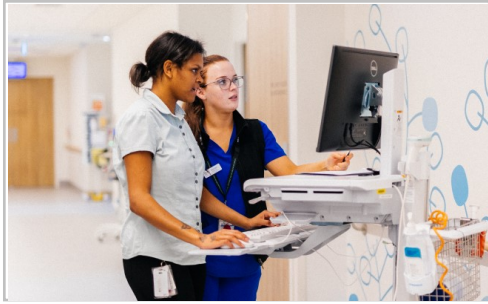
This is your opportunity, as a people leader, to acknowledge and thank your team members who embody our values.

Don't leave it for later - recognition is so important for team culture and morale.



[Submit your shout out](#)

## How to successfully develop your staff



Did you know it takes about eight hours per year to properly invest in a person's development? This is a leadership skill you learn, you don't know it organically so for your own development also, it's important to allocate time to make sure you're getting it right.

[Find resources and an overview on the extranet](#) on where to start when you're planning the development of your team members.



## Recruitment QHEPS page

Check out the new and improved Recruitment QHEPS page, including:

- Springboard tutorial videos
- Support in options to fill your vacancies
- Assessment techniques and support
- Checklists, templates, and tools

We would love to know if this Managers Memo was valuable to you. Is there something you'd like to see in a future edition?

[Provide your feedback](#)

### Missed an edition?

All previous Managers Memos are available on the [Metro North Staff Extranet](#).

Please [contact us](#) if you would like some **news from your team** included in the Managers Memo.



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