

# Mentoring

## Workshop 6 for Mentors

# Agenda

- Behaviour under stress
- Kübler-Ross: change curve
- Bridges' Model of change
- Questions and answers



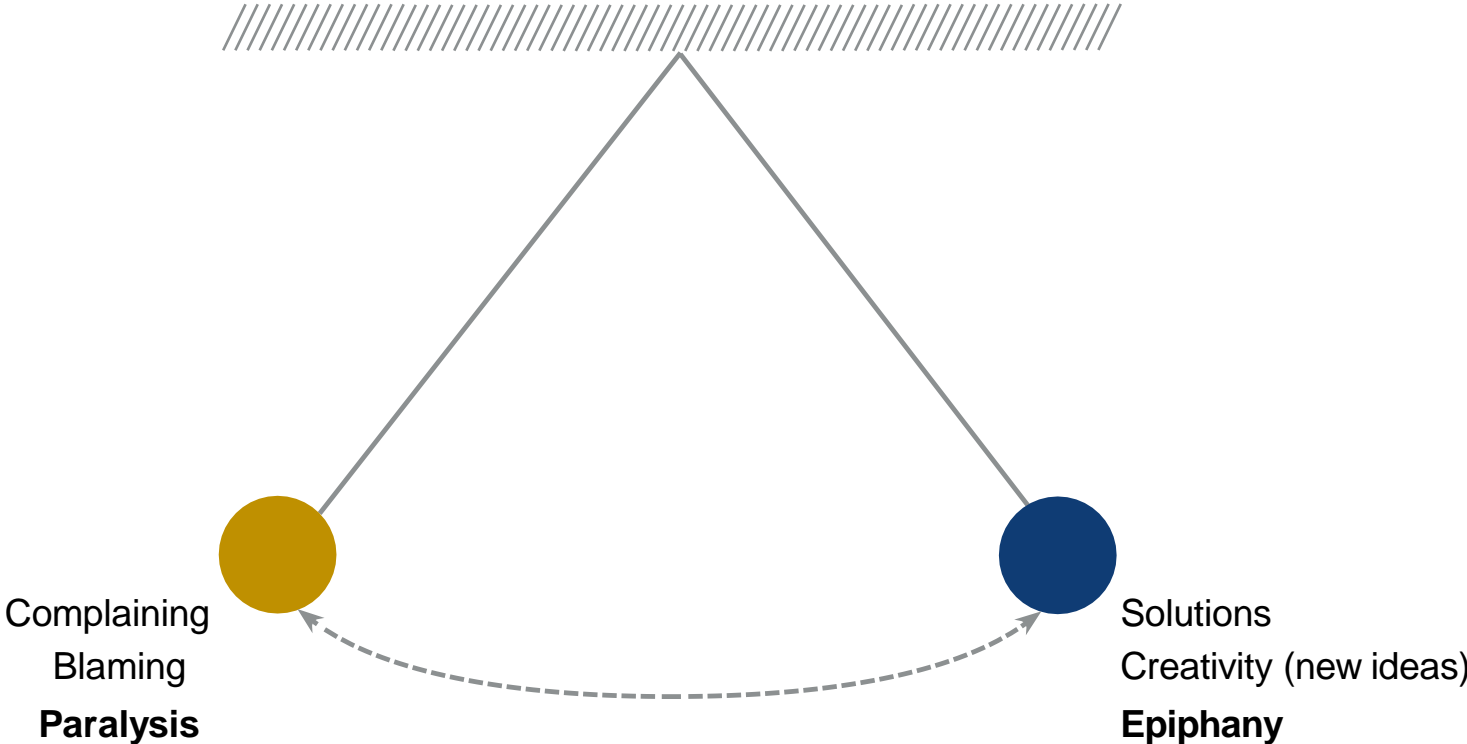
# Opening Question

**When do change processes become easier, when do they become more difficult?**



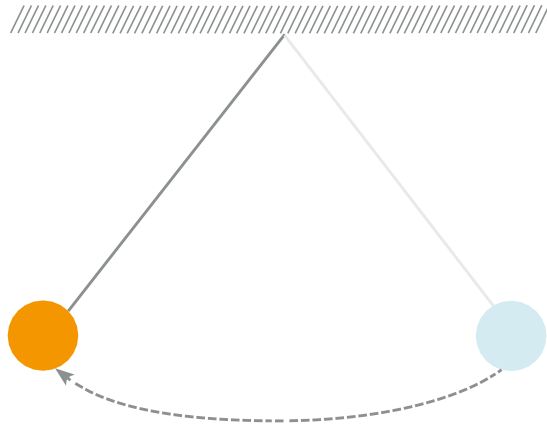
# TYPICAL BEHAVIOUR IN STRESS SITUATIONS

Our behaviour in stress situations varies between two extremes:



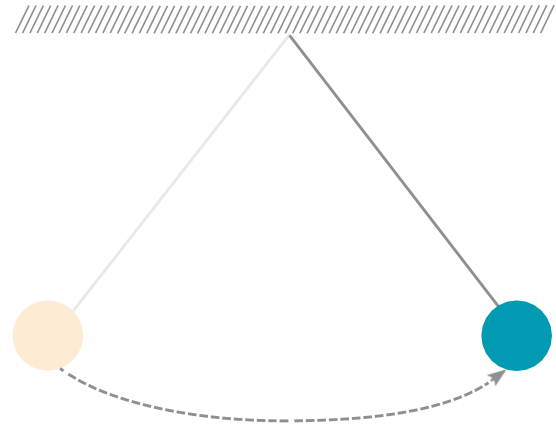
# TYPICAL BEHAVIOUR IN STRESS SITUATIONS

and how to deal with it...



Show understanding and empathy. Be present.

- I understand that this situation must be very difficult for you.
- I hear you.
- What would help you now?
- Who could help?
- How are you taking care of yourself?
- What would be good for you now?

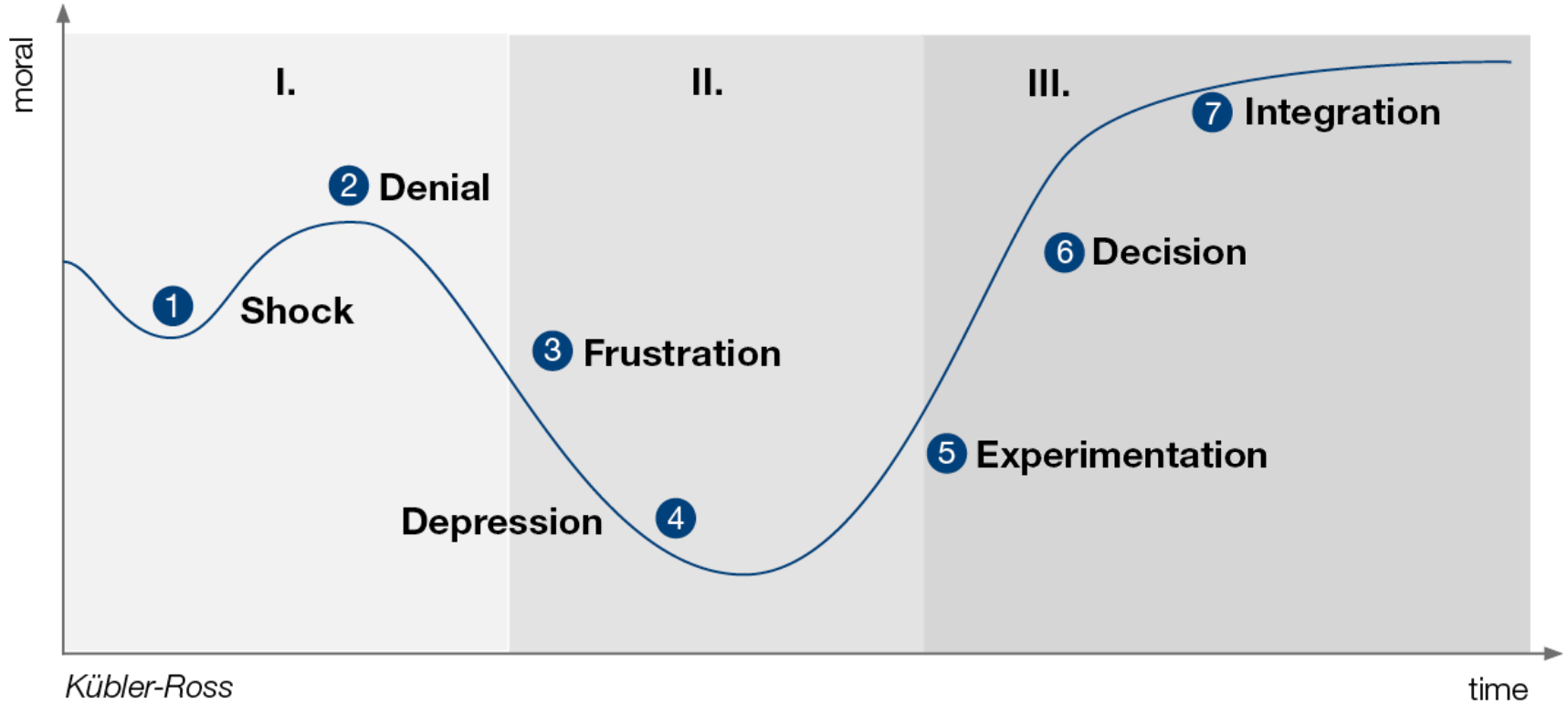


Support developing ideas and making good choices.

- That sounds really good!
- What do you see as future possibilities?
- What can you control (vs. not control) in your life?
- What will you start doing, stop doing, continue doing?
- What can you do better?



# Change Process (Kübler-Ross)



# Dealing with Change & Transition

**Phase 1:** needs information, confirmation: it will happen

**Guiding questions:** What can be expected? How could one adapt? Who can help? Why is it important to change?

**Tip:** Build trust and give positive feedback

**Phase 2:** needs listening, don't suppress conflicts, empathy.

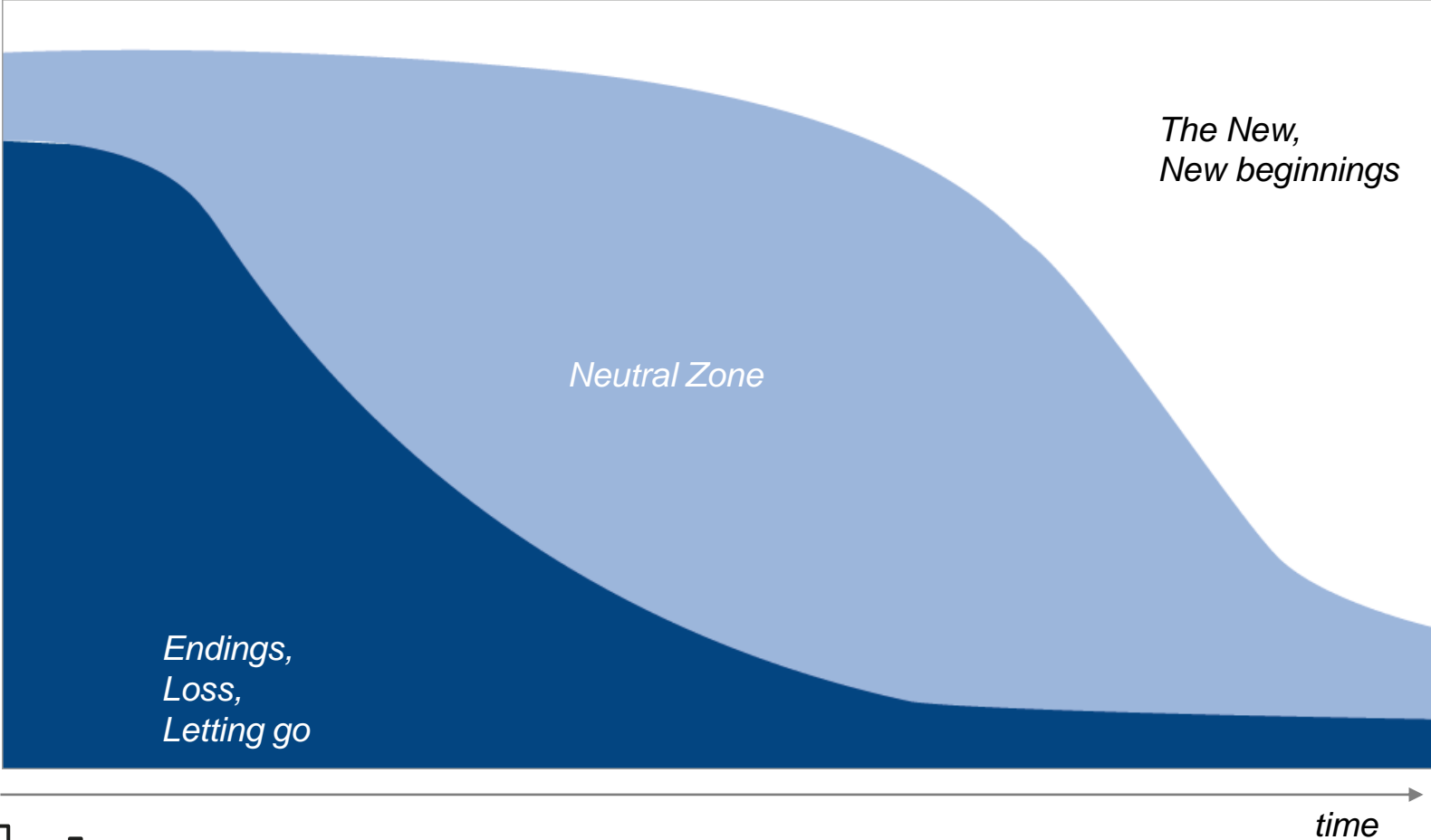
**Themes:** Acknowledge feelings. Respond to concerns. Remind of the new reality. Encourage individual and group discussions. Anticipate declining performance and help think of ways to improve. Discuss what can be controlled and focus on those things.

**Phase 3:** Prioritise and focus attention, brainstorm, follow up.

**Topics:** Help to plan and set goals. Encourage learning from experience. Praising and encouraging. Using creative thinking processes to encourage ideas. Understanding the inevitability of mistakes.



# Bridges' Model of Change





# Dealing with Change

## Letting go:

Of roles. Way of doing things. Relationships. Identities. Skills.

## Neutral zone:

Hanging between 2 places: between was and will. Like having a parachute before it opens - colourful metaphors are often used. Strong and mixed feelings. Fluctuating motivation and performance. Find footing.

## New beginnings:

Opportunities are recognised. Energy and excitement. Commitment. Focus on results. Bringing things to life. Freeing oneself from old ballast.



# Breakout Session

**What change process have you experienced yourselves?**

**What helped you to get through this process of change?**

## **Instructions:**

- Groups of 4-5
- Ensure everyone gets equal time
- Stick to the exercise brief
- Take notes and sum up the key learning points, be prepared to type your suggestions into the chat box!
- Report back in plenary
- Enjoy!

Time: 15'



# Q&A

**QUESTIONS, SUGGESTIONS, COMMENTS?**



# References and Suggested Reading

Garvey, B., Stokes, P. (2022) *Coaching and mentoring : theory and practice*. 4th edition. London: SAGE.

Pfund C. et al. (2021) “Reassess-Realignment-Reimagine: A Guide for Mentors Pivoting to Remote Research Mentoring,” *CBE life sciences education*, 20(1), p. 2

## Links:

<https://wmbridges.com/about/what-is-transition/>



# More information: YES! Thinking Space

<https://youngentrepreneurssucceed.com/thinking-space/>

