



MENTORING IMPACT EVALUATION STUDY: VOICES FROM THE FIELD

FINAL REPORT

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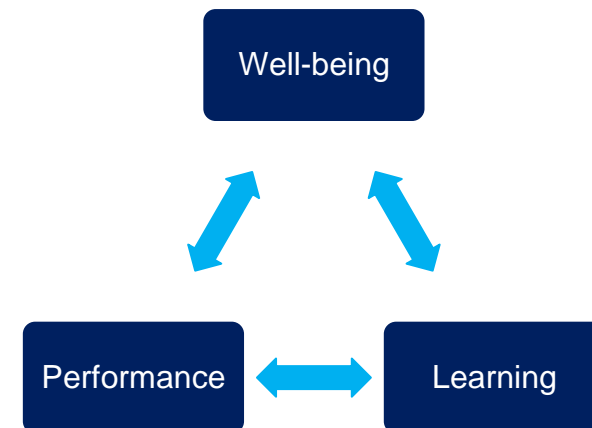
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INTRODUCTION AND CONTEXT

In September 2017, Médecins Sans Frontières (MSF) Mentoring and Coaching Hub (MCHub), Oslo, Norway, commissioned a two year **impact** study of how mentoring supports the personal and professional development of MSF Field Managers and contributes more broadly to the strategic priorities of the MCHub. The intention is that this study will inform the ongoing monitoring of the MCHub's mentoring programme and provide a framework and model from which other Operational Centres can implement and adapt to evaluate mentoring impact/s. It is hoped that this study and subsequent engagement across the movement will secure the MCHub as a centre of excellence and best practice in mentoring.

OVERALL IMPACT



Acknowledgements

The research team wish to thank the mentees, mentors and colleagues that volunteered their time to participate in this important research project. Their honesty, insight and contribution is exceptional.

OBJECTIVES

Mentoring Programme

Main Objective

To support personal and professional development of MSF Field managers; contribute in mobilising their full capacity for the benefit of the organisation and those MCHub seek to assist.

Specific objectives

1. Provide mentoring support to first time coordinators, to improve and strengthen key competencies.
2. Support the Mentee in building his/her own resilience capacity.
3. Create more space and enable more knowledge transfer inside the organisation through dialogue and sharing of experience.

Research Objectives

1. Evaluate the impact of the mentoring programme on mentees, mentors and key stakeholders.
2. Evaluate the extent to which the mentoring programme is successfully delivering the objectives.

METHODOLOGY

Pragmatic, mixed method longitudinal

PHASE 1

September 2017 – May 2018

PHASE 2

September 2018 – March 2019

Online Survey: Mentees and Mentors

1-2-1 Interviews: Mentee, Mentors and Key Stakeholders

Visual metaphor: Mentees, Mentors and Key Stakeholders



SAMPLE PROFILE

Participant Engagement

PHASE 1

Mentee Participation

- Survey 27% (n = 26)
- Interviews 18% (n = 17)
- Visual Metaphor 12% (n = 12)

Mentor Participation

- Survey 48% (n = 21)
- Interviews 52% (n = 23)
- Visual Metaphor 45% (n = 20)
- Matched Pair Interviews: 14
- Development Advisor and Pool Manager Interviews: 5

PHASE 2

- Survey: Mentees 65%; Mentors 86%
- Interviews: Mentees 76% Mentors 91%
- Matched pairs interviews: 64%

Profile

Mentees

- 50% Female/Male
- 50% of aged 25-34
- 53% less than 5 years' experience with MSF

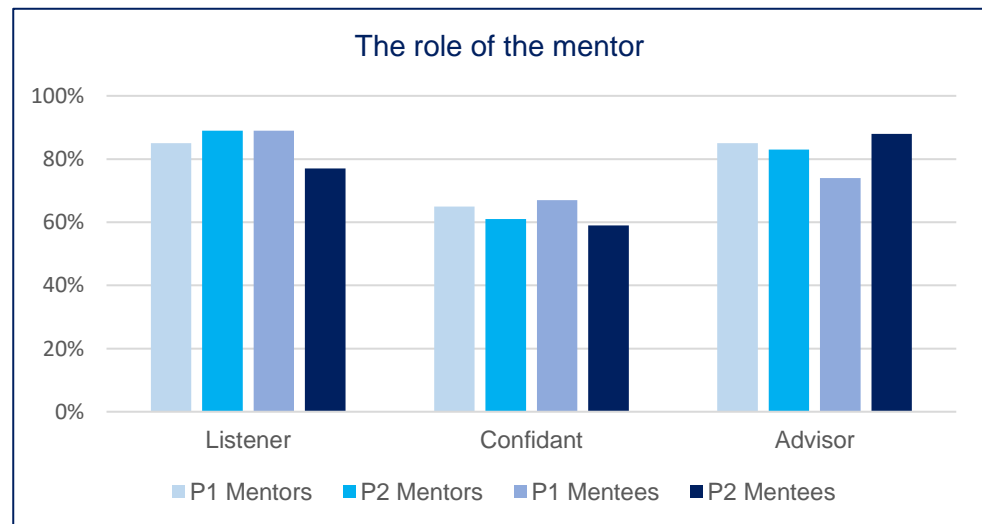
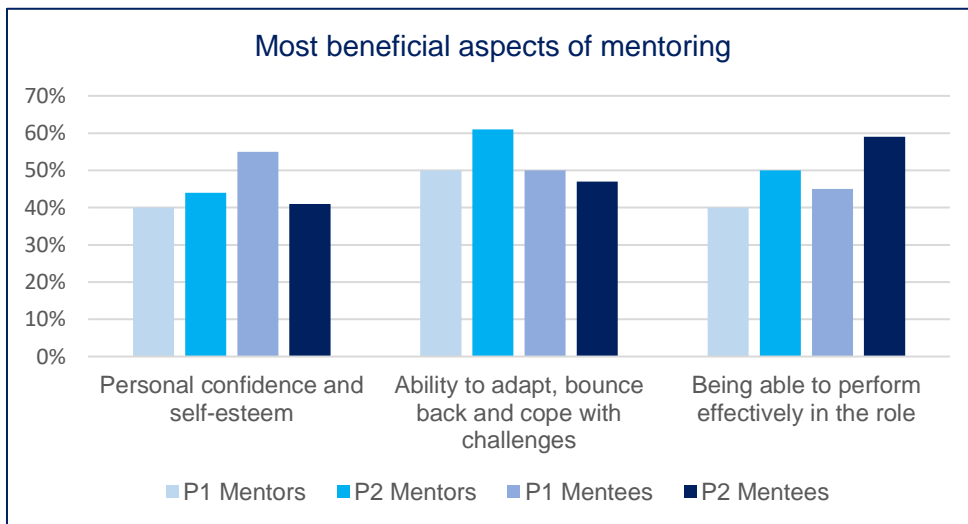
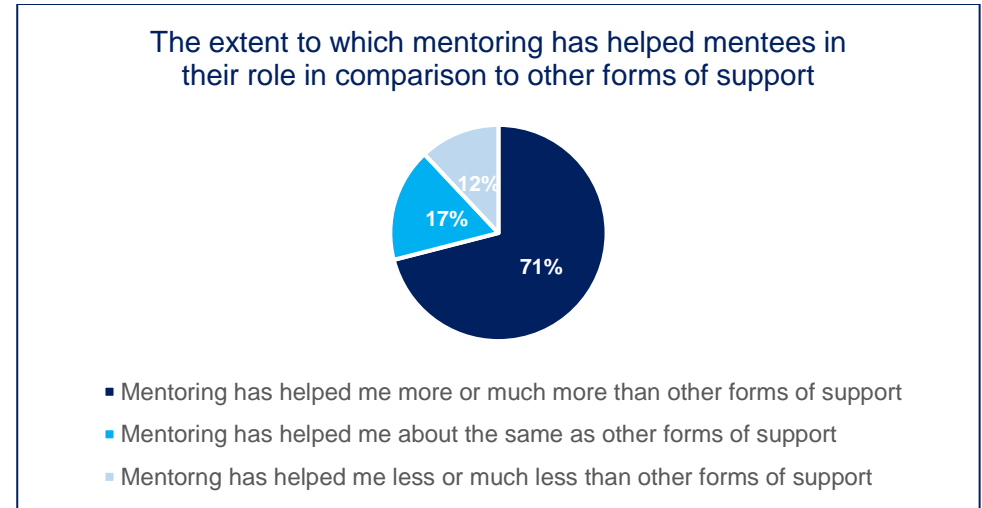
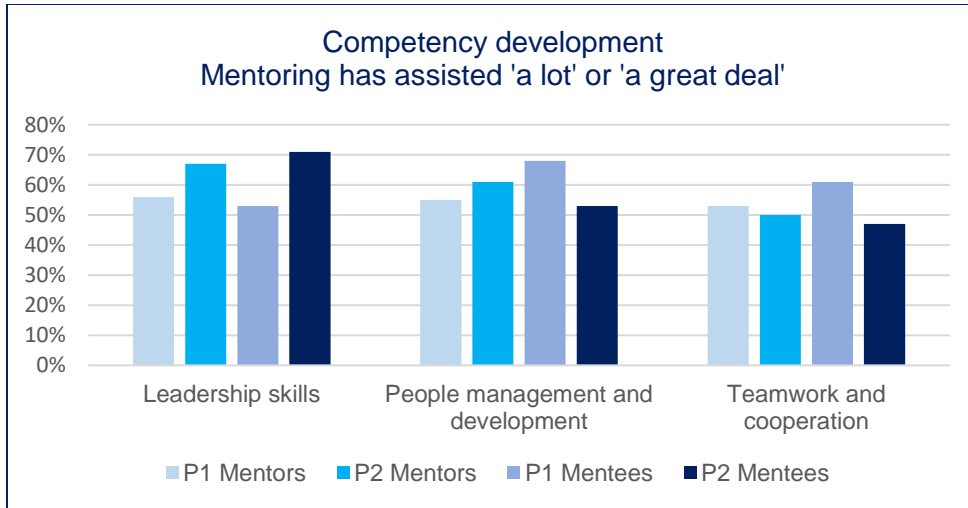
Mentors

- 19% Female; 81% Male
- 62% of aged 45 or above
- 76.5% more than 10 years' experience with MSF

OVERALL IMPACT OF MENTORING



EXPLORING IMPACT



IMPACT ON MENTEES

COMPETENCE DEVELOPMENT

PERFORMANCE

WELL-BEING

LEARNING

SELF-CONFIDENCE

Theme

Mentoring positively impacts on mentees' ability to see and understand their development areas.

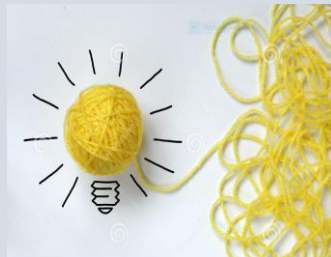
Mentoring positively impacts on mentees' ability to unravel and interpret their thoughts and feelings.

Mentoring positively impacts on mentees' well-being, the resilience, ability to bounce back and cope with challenges.

Mentoring positively impacts on mentees' ability to understand context and culture; learning from the past.

Mentoring positively impacts on mentees' self-esteem, giving a sense of empowerment.

Visual metaphor



Interview quote

"The mentor helped me to identify areas to focus on improvement and finding constructive ways to address these issues."

"Mentors can help the mentee interpret events which can reduce stress levels by providing reassurance."

"Mentoring relationships represent strength and of overcoming difficulties ... at an intense pace"

"Obama (mentee) took time to learn the job, he looked at former Presidents to gain their experience, knowledge and advice (mentorship)."

"Empowerment to see me as lion, not a cat ... the belief on myself; that I am able to accomplish what I am assigned to."

Survey statistic

Phase 2
72% of Mentees

Mentoring helped them most with the development of people management and leadership competence.

Phase 2
59% of Mentees

Mentoring increased their ability to perform effectively in their role in the field.

Phase 2
47% of Mentees

Mentoring increased their ability to adapt, bounce back and cope with challenges in the field.

Phase 2
24% of Mentees

Mentoring enabled mentees to learn about personal strengths and development areas.

Phase 2
41% of Mentees

Mentoring increased personal confidence and self-esteem were one of the top three beneficial aspects of mentoring.

IMPACT ON MENTORS

RECIPROCAL LEARNING

Mentoring positively impacts on mentor's learning as they experience reverse mentoring.



"When the relationship has reached its peak, I believe mentoring can work even more both ways, with amazing benefits and learnings."

Phase 2
50% of Mentors

Felt that responsibility was shared in their relationship throughout which enhanced learning.

REFLECTION

Mentoring positively impacts on mentor's ability to reflect and appreciate different perspectives.



"Mentoring ... is a breathing space, it allows me to recharge my batteries, it's allowing to see the horizon, a quiet seaside ... distance and reflecting."

Phase 2
89% of Mentors

Felt that they adopted the role of Listener in the relationship.

PROFESSIONAL DEVELOPMENT

Mentoring positively impacts on mentor's ability to utilise their strengths to help others in and outside of MSF.



"Mentoring has connected me to new professional development opportunities ... opened my eyes to a world that was unknown and new territories."

Phase 2
33% of Mentors

Mentoring enabled mentors to learn about personal strengths and development areas.

ROLE CLARITY

Mentoring positively impacts on mentor's ability to utilise their people development skills.



"I see my role as supporting the mentee to the top level he or she wants to develop into."

Phase 2
71% of Mentors

Mentoring helped most with the improvement of leadership skills.

TEAM WORK

Mentoring positively impacts on mentors' team working opportunities and a feeling of comradery.



"Most important is to use each other's strengths and knowledge to win the race together as a team."

Phase 2
50% of Mentors

Felt that mentoring helps to develop teamwork and cooperation.

Research theme

Visual metaphor

Interview quote

Survey statistic

IMPACT ON THE MISSION AND MSF

SHARED LEARNING

Mentoring positively impacts on development, providing a shared learning experience for all.



Mentee

"The image shows our joint effort and joint vision to bridge the two backgrounds/worlds through mentoring."

Phase 2 50% of Mentors

Felt that the relationship responsibility was shared throughout.

EMPOWERMENT

Mentoring positively impacts on women's sense of empowerment.



Mentor

"The picture represents women empowerment."

Phase 2 41% of Mentees

Felt that increasing personal confidence and self-esteem, which resulted in the courage to challenge and be heard.

WELL-BEING

Mentoring positively impacts on mentee's ability to cope and ultimately complete their mission.



Mentee

"This picture reflects my feelings with my mentor ... rest in chaos in my head."

Phase 2 47% of Mentees

Felt that mentoring enabled them to develop the ability to adopt, cope with challenges and bounce back.

RETENTION

Mentoring positively impacts on mentees' feeling of protection and their ability to walk in the shoes of a Field Manager.



Mentee

"The walking stick can prevent you from falling, but it's you that needs to do the walking."

Phase 2 71% of Mentees

Plan on continuing to work with MSF now or in the future.

PERFORMANCE

Mentoring positively impacts on mentees' ability to perform in the role and complete their mission.



Mentee

"The mentor programme has been critical to my professional growth as a First Mission Coordinator."

Phase 2 71% of Mentees

Felt that mentoring helped them in their role and field environment more than any other form of support.

Research theme

Visual metaphor

Interview quote

Survey statistic

AREAS FOR DEVELOPMENT

Strategic alignment

Strategic positioning and alignment

Alignment with psychosocial support

Coherent narrative and language

CPD

Continuing professional development for Mentees and Mentors

Community of practice for mentees and mentors

Supervision self-care for mentors

Mentoring Programme

Sharing data, evidence of impact and lessons learned

Increasing the pool of mentors, succession planning – transitioning mentees to mentors

Greater alignment between mentoring, 1-2-1 coaching and team coaching

INFLUENCING FACTORS

Extent of the strategic and cultural fit

The need and desire for change

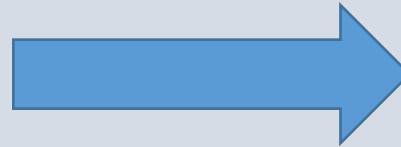
Financial implications

Timescales: short, medium and long-term

Prioritisation: fit, need, desire, cost, time, complexity

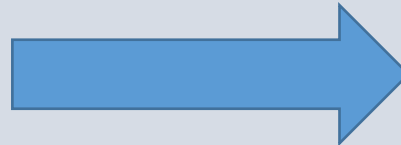
RECOMMENDATIONS

STRATEGIC POSITIONING OF
MENTORING WITHIN MSF



- Breadth and depth of programme
- Cultural orientation
- Language and coherence

WELL-BEING AND SELF-CARE FOR
FIELD WORKERS



- Support before, during and after field assignments
- Formal training and development
- Continuing Professional Development

PROFESSIONALISATION



- Accreditation
- Evaluation
- Continuing Professional Development