

REF. NO	C-VCM.1
TITLE	Principles of Coaching and Mentoring Development in Veterinary Practice.
CATEGORY AND VALUE	C – 10 CREDITS
NOTIONAL STUDY HOURS	100

## INTRODUCTION

The education and training strategy of the RCVS depends on the ability and commitment of more experienced and knowledgeable veterinary surgeons to develop and mentor their colleagues. This requirement spans the professional learning journey, from Extra-Mural Studies and the Professional Development Phase through day-to-day practice and Continuing Professional Development, and as part of more formal post-graduate development, including CertAVP itself. This applies to all types of veterinary work, including clinical practice, animal health, academia, commerce, or government service, and to all roles, including the direct delivery of veterinary services, the management of veterinary teams, and leadership in organisations with veterinary aims.

The development of others may take place in a number of ways including work-based training, supervision and increasingly coaching and mentoring. This module provides both an introduction to coaching and mentoring and to training in the core skills needed to act as a coach or mentor. Candidates may wish to study the module in addition to other species- and discipline-specific modules or regard it as a prelude to other more specialised management modules.

## AIM

The aim of the module is to provide veterinary surgeons with the opportunity to develop their coaching and mentoring skills and to manage coaching and mentoring programmes.

The module is particularly aimed at veterinary surgeons in practice, but is relevant to veterinary surgeons working in all areas of veterinary activity.

It is expected that learning will be workplace-based and to be related to individual professional development and/or organisational development aims. The focus will be on developing the coaching skills of candidates and on the development and management of a coaching framework within practice.

## LEARNING OUTCOMES

**On successful completion of the module, candidates will be able to:**

- Demonstrate in-depth knowledge of organisational frameworks and models as well as sources of knowledge and evidence for coaching and mentoring;
- Demonstrate comprehensive knowledge and ethical understanding of factors important in coaching and mentoring including organisational culture, veterinary practice, professional standards and corporate and clinical governance;
- Demonstrate critical awareness of the coaching and mentoring relationship, including the requirement to agree on a clear and effective contract;

- Select and justify approaches to providing coaching or mentoring interventions;
- Demonstrate self-direction and originality in the development of a framework for development of coaching and mentoring within their own area of practice, including the effective use of veterinary practice resources;
- Critically evaluate coaching and mentoring programmes in veterinary practice
- Communicate the purpose of coaching and mentoring programmes effectively to all stakeholders in veterinary practice.

## **CONCEPTUAL OUTLINE FOR SYLLABUS**

Candidates will develop both their own coaching and mentoring competence as well as develop a framework in which to manage coaching and mentoring within their own area of practice. The module will cover the following principles of Coaching and Mentoring in an organisational context:

- Organisational frameworks and models for coaching and mentoring
- The links between coaching and mentoring and strategic performance
- The links between coaching and mentoring and organisational culture, including;
  - Practice and professional standards
  - Corporate and clinical governance

The scope of the module is defined by the following broad areas of learning:

### **1. Creating the Foundations for Coaching and Mentoring**

- Working within established ethical guidelines and professional standards
- Agreeing on clear and effective contracts for coaching relationships

### **2. Developing the Coaching and Mentoring Relationship**

- Establishing trust and respect
- Establishing rapport

### **3. Promoting Client Understanding**

- Listening to understand
- Questioning effectively
- Communicating clearly
- Facilitating depth of understanding

### **4. Facilitating the Personal Transformation:**

- Promoting action
- Focusing on goals
- Building resiliency
- Managing termination of coaching and mentoring

### **5. Professional Development**

- Maintaining and improving professional skills

**6. Coaching and Mentoring as an approach to developing the veterinary workforce:**

- The development of policies for coaching and mentoring to support:
- Recruitment and selection of staff
- Education, training and mentoring
- Performance management and motivation
- Professional appraisal and career development
- Team and individual performance.
- Corporate and clinical governance
- Practice and professional standards.

**LEARNING, TEACHING AND ASSESSMENT STRATEGY**

The specific approach to learning, teaching and assessment will be determined by providers of the module. Learning achievement will be assessed against the specified and approved module learning outcomes.

Assessment strategies might include:

- A project or inquiry report on the application of coaching or mentoring in practice.
- A description of the model of practice for coaching or mentoring used in practice.
- A case study plus a recording and process report of a coaching or mentoring session.