



Mentoring Up Means Aligning Expectations . . . And So Much More

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Objectives

- Define Mentoring and mentor roles
- Discuss mentoring competencies
- Focus on the Aligning Expectations competency
- Provide a strategy for aligning expectations with an individual development plan (IDP)
- What's your mentoring philosophy?

Mentoring is...

A **collaborative learning relationship** that proceeds through purposeful stages over time and has the primary goal of helping mentees acquire the essential competencies needed for success in their chosen career.

It includes using one's own experience to guide another person through an experience that requires **personal and intellectual growth and development.**



SIGNIFICANT MENTOR

Think of a mentor that you have had that influenced your practices. This could be a positive or negative example.

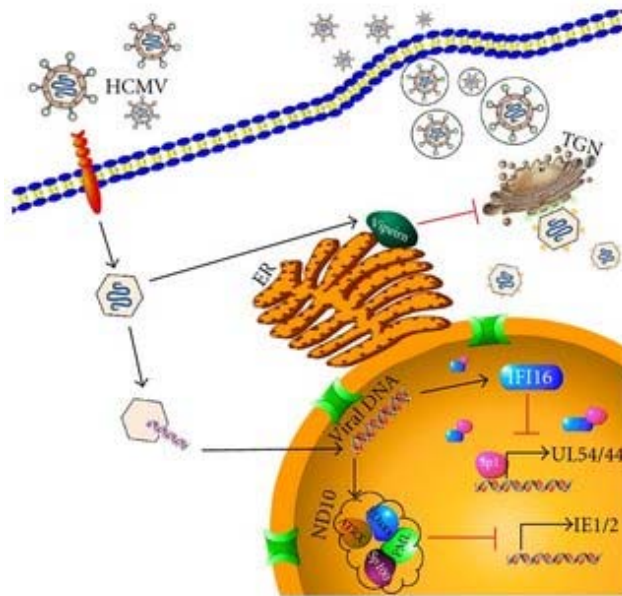
1. What was most memorable about your relationship with them?
2. Did you or would you replicate their mentoring style? Why or why not?
3. Identify 3 characteristics of your relationship with them?



Research mentoring is...

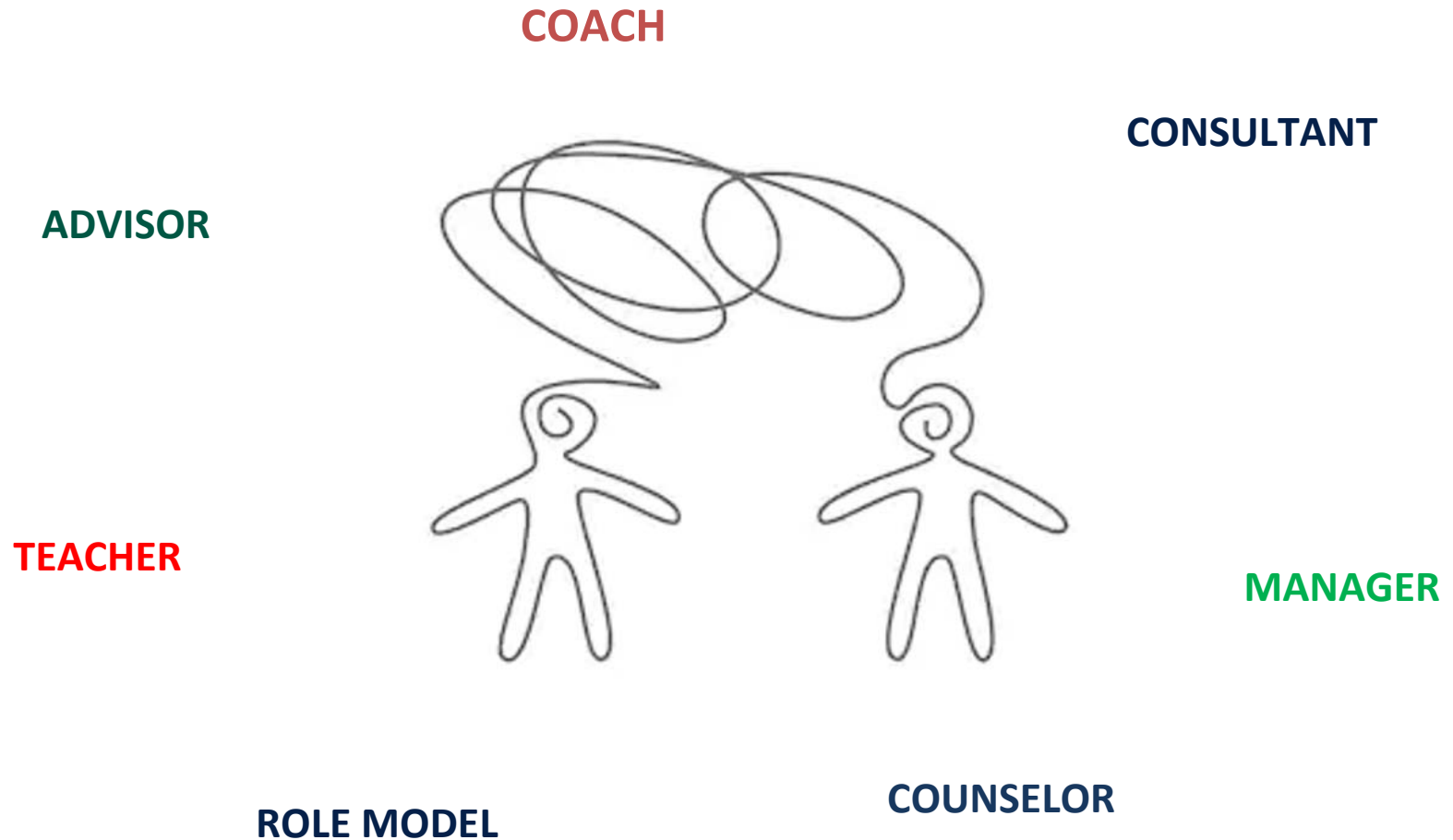
A complex, bi-directional relationship that...

- Occurs within a cultural context
- Has an impact on trainees' academic and career pursuits
- Is greatly shaped by the critical role of primary research mentors



Interplay between Human Cytomegalovirus and Intrinsic/Innate Host Responses: A Complex Bidirectional Relationship

Mentoring Roles



Mentor as a Teacher

➤ **Educate mentee about:**

✓ Research content and methods

✓ Clinical/teaching skills

✓ Professional values and behaviors

➤ **How to succeed**

Mentor as Role Model

A person considered as a standard of excellence to be imitated.



Mentor as Coach

“I’ve been a surgeon for eight years. For the past couple of them, my performance in the operating room has reached a plateau. I’d like to think it’s a good thing—I’ve arrived at my professional peak. But mainly it seems as if I’ve just stopped getting better.”

Atul Gawande
The New Yorker
October 2011

Mentor as Guide

- A trusted counselor or guide
- Self reflection and value clarification



Mentor as Superhero

➤ Protector

Protégé is from Protogére (to protect)

➤ Advocate



“Mentor is a member of an unidentified alien race who possess vast intelligence.”

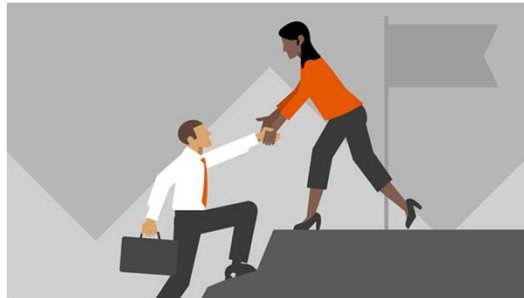
<http://marvel.com/universe/Mentor>

Mentor as Sponsor

- **A Sponsor** is typically a *leader/powerfully positioned* champion who uses influence to help the protégé obtain visibility, promotion, or positions.
- Sponsor endorses your qualifications, takes risks on your behalf (often behind closed doors), advocates for you and highlights your value.
- Sponsor drives the relationship and may seek out someone to sponsor (high potential individuals)

Coach, Mentor, Sponsor

- **Deals with job performance:** *a coach talks to you*
- **Relational and Career-Oriented:** *a mentor talks with you*
- **Leadership-Oriented:** *a sponsor talks about you*



Career Mentors Help Mentees:

- **Ask fundamental questions:**
 - ✧ Why did I choose my profession?
 - ✧ What are my 3, 5, 10 year goals?
- **Define their values and make good choices:**



Qualities of Outstanding Mentors

Cho C, Ramanan R, Feldman MD. *AJM* 2010

- 1) Time commitment to mentoring
- 2) Expertise in content, methods and communication skills
- 3) Personal qualities: enthusiasm, altruism, honesty, trustworthy, empathy, patience
- 4) Support personal/professional balance

Characteristics of Successful and Failed Mentoring Relationships: A Qualitative Study Across Two Academic Health Centers

Sharon E. Straus, MD, Mallory O. Johnson, PhD, Christine Marquez, and Mitchell D. Feldman, MD

Abstract

Purpose

To explore the mentor–mentee relationship with a focus on determining the characteristics of effective mentors and mentees and understanding the factors influencing successful and failed mentoring relationships.

Method

The authors completed a qualitative study through the Departments of Medicine at the University of Toronto Faculty of Medicine and the University

transcripts of the interviews, drawing on grounded theory.

Results

The authors completed interviews with 54 faculty members and identified a number of themes, including the characteristics of effective mentors and mentees, actions of effective mentors, characteristics of successful and failed mentoring relationships, and tactics for successful mentoring relationships. Successful mentoring

relationships were associated with personality differences, perceived (or real) competition, conflicts of interest, and the mentor's lack of experience.

Conclusions

Successful mentorship is vital to career success and satisfaction for both mentors and mentees. Yet challenges continue to inhibit faculty members from receiving effective mentorship. Given the importance of mentorship on faculty members' careers, future studies must address the association between a failed mentoring relationship

- Reciprocity
- Clear Expectations
- Mutual Respect
- Personal Connection
- Shared Values

Mentor training can help mentors develop standardized competencies...

1. Aligning expectations
2. Promoting professional development
3. Maintaining effective communication
4. Addressing equity and inclusion
5. Assessing understanding
6. Fostering independence
7. Cultivating ethical behavior
8. And more in development!

Mentor/Mentee Alignment: Key to a Successful Mentoring Relationship



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The Individual Development Plan (IDP) – a Career Compass

The IDP promotes alignment in mentoring

✓ Helps mentee find their “True North”



An IDP answers two critical questions:

- **Where am I headed with my career?**
- **How will I get there?**



What is an IDP?

It is a *Process*

- ✓ A planning *process* that identifies professional development needs and career objectives for the mentee.
- ✓ It facilitates communication between mentees and mentors.

It is also a *Product*

- ✓ Written document
- ✓ Helps identify short and *long-term* goals.
- ✓ What the mentee wants to pursue and how – along with what the mentor expects and when.

IDP is a Process

Four steps include

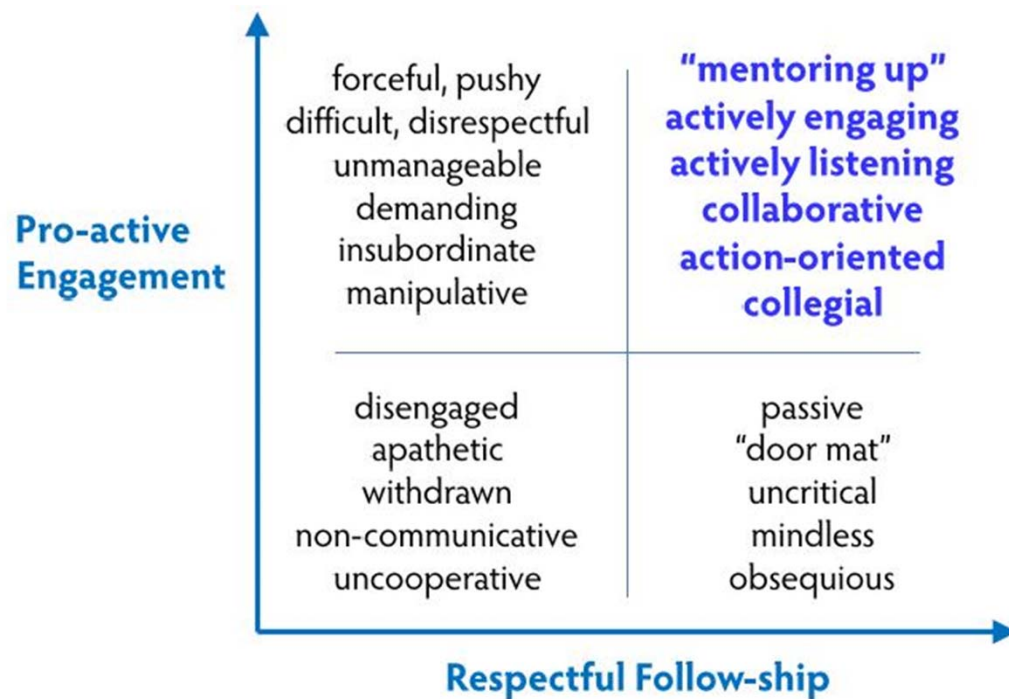
1. **Assessment** – looking back and taking stock
 - What have I accomplished?
 - Assess skills, values, interests.
2. **Career exploration**
 - What are my career goals?
3. **Goal setting**
 - What will I accomplish in the next year?
 - *To finish my training stage.*
 - *To apply for a K23 or R01 award.*
4. **Implementation**
 - How will I engage my mentors to help me accomplish all that I must do?

What is an IDP?

IDP is also a Product

- Written document
- Answers two critical areas of career planning
 - **Big picture plan:** Where am I headed with my career? Am I on the right track?
 - **Annual plan:** How will I continue to succeed? How can I work with my mentoring team to achieve my goals?

What Mentoring Up is and isn't



Mentoring IDPs

Take home:

A shared understanding of expectations is critical.

- Alignment in mentoring is critical to success.
- IDP's can help to align goals and expectations with mentees.
- Help your mentees to understand the importance of mentoring up and how to do it effectively.

Articulating Your Mentoring Philosophy

You will soon begin formally mentoring either a junior faculty member or a new doctoral student in your department. The two of you have talked by phone several times over the past year to discuss project ideas, and you have also met a few times since their arrival at your institution.

1. What do you think is the most important thing you can do to start this new mentoring relationship off on the right foot?
2. How will you create alignment between you and the new mentee?
3. What will you do to foster a competency based mentoring process?

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Thank You!

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