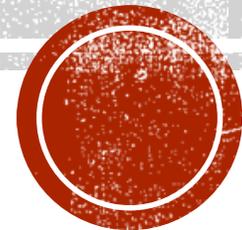


MAKING MENTORING WORK FOR THE MENTOR AND MENTEE

SWIMC, May 16, 2019

10-11 a.m. Michael Esposito, MD and Alice Fornari, EdD, RDN

2-3 p.m. Beth Gottlieb, MD and Andrew Yacht, MD



LEARNING OBJECTIVES

- Describe characteristics of a mentor, advisor coach, and a sponsor
- Identify the role of the mentee including responsibilities that support an effective relationship with the mentor
- Compare and contrast gender differences for the mentor and mentee
- Review challenges in Northwell programs and discuss solutions that could apply to your role as a mentor or mentee



“Mentored clinical faculty members have significantly greater satisfaction with their department and institution. This multi-institutional study provides evidence that fostering mentoring opportunities may facilitate faculty members’ satisfaction and engagement, which, in turn, may help medical schools retain high-quality faculty staff committed to the multidimensional academic mission”

Mylona, E et al. Does formal mentoring for faculty members matter? A survey of clinical faculty members. Medical Education 2016; 50: 670–681.



MENTOR & SPONSOR

WHAT IS A MENTOR?

**“A wise and
trusted counselor
or teacher”**

**Mentor provides
guidance,
support,
encouragement**



CAREER

learn

mentoring

workshops

practicing

success

training

PROGRAM

A mentor is someone who sees more talent and ability within you, than you see in yourself, and helps bring it out of you.

Bob Proctor

MODEL

seminar

in

GUIDE

coach

ROLE-MODEL

one-on-one

skills

COACH

od

learning

ADVICE



TERMINOLOGY CLARIFICATION

Mentor	Advisor	Sponsor	Coach
Talks WITH You	Talks WITH You	Talks ABOUT You	Talks TO You
<ul style="list-style-type: none"> -Mutually beneficial relationship -Share knowledge and experience -Mentees identify their own needs -The mentor listens and stimulates reflection in the mentee to promote career development, professional growth or satisfaction 	<ul style="list-style-type: none"> -The advisor answers questions and gives advice, sharing their expertise and knowledge with the advisee. -Can be evaluative 	<ul style="list-style-type: none"> -Sponsor = someone more senior, influential -Goal oriented -Job-oriented purpose -An advocate, believes in you -A relationship that is formed over time 	<ul style="list-style-type: none"> -Instructional -Goal oriented -Coach identifies the needs of the mentee based on assessment



SPONSORSHIP VS. MENTORSHIP



MENTORSHIP.



SPONSORSHIP. ♡



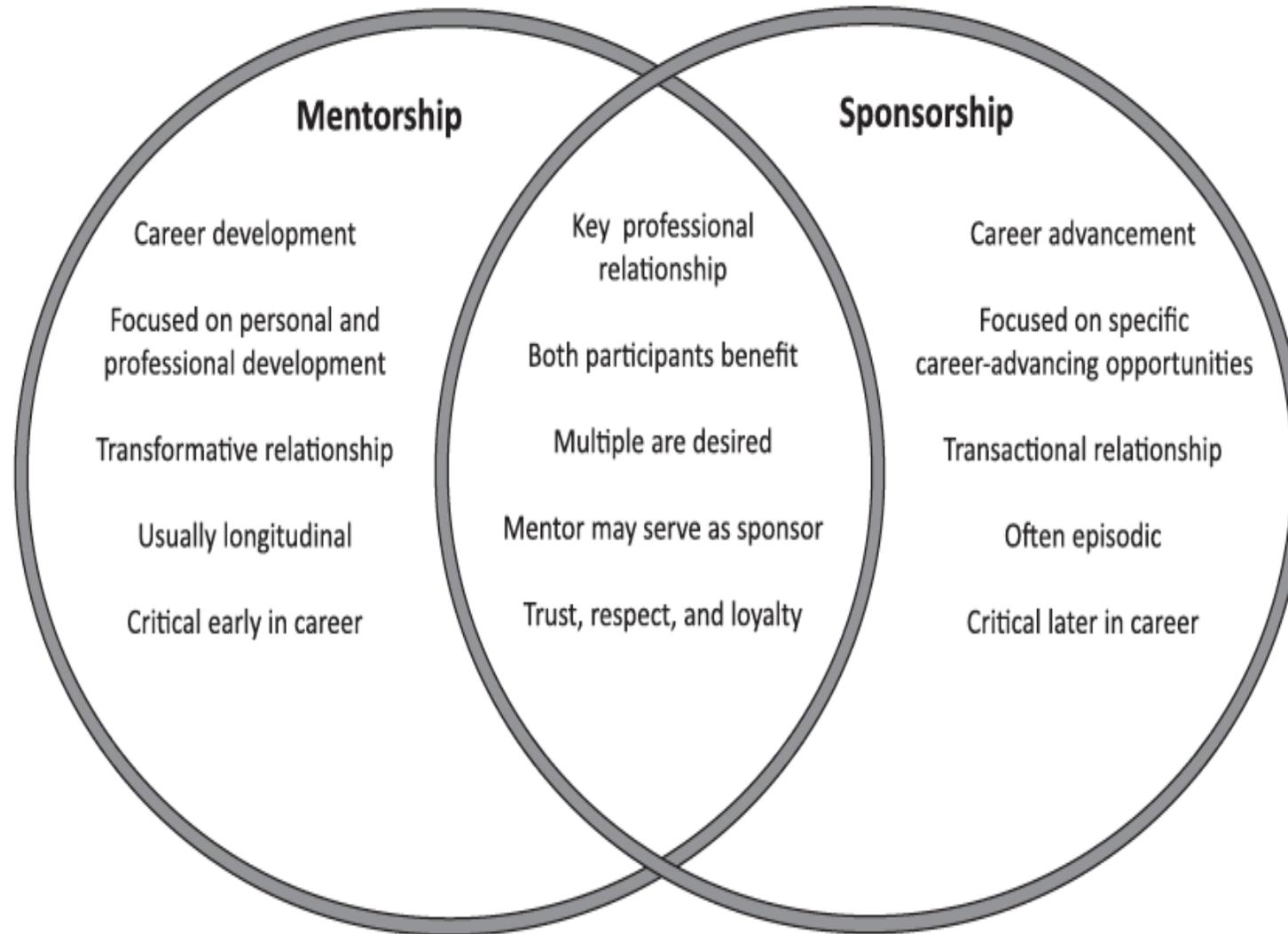


Figure 1 Mentorship and sponsorship in academic medicine: Similarities and differences in these two types of professional relationships. This figure incorporates information from the literature^{1,4-6,9,11,13,17,19,20} as well as this study's findings from the analysis of semistructured interviews with 23 faculty (12 sponsors, 11 protégés) at Johns Hopkins University School of Medicine in 2016.



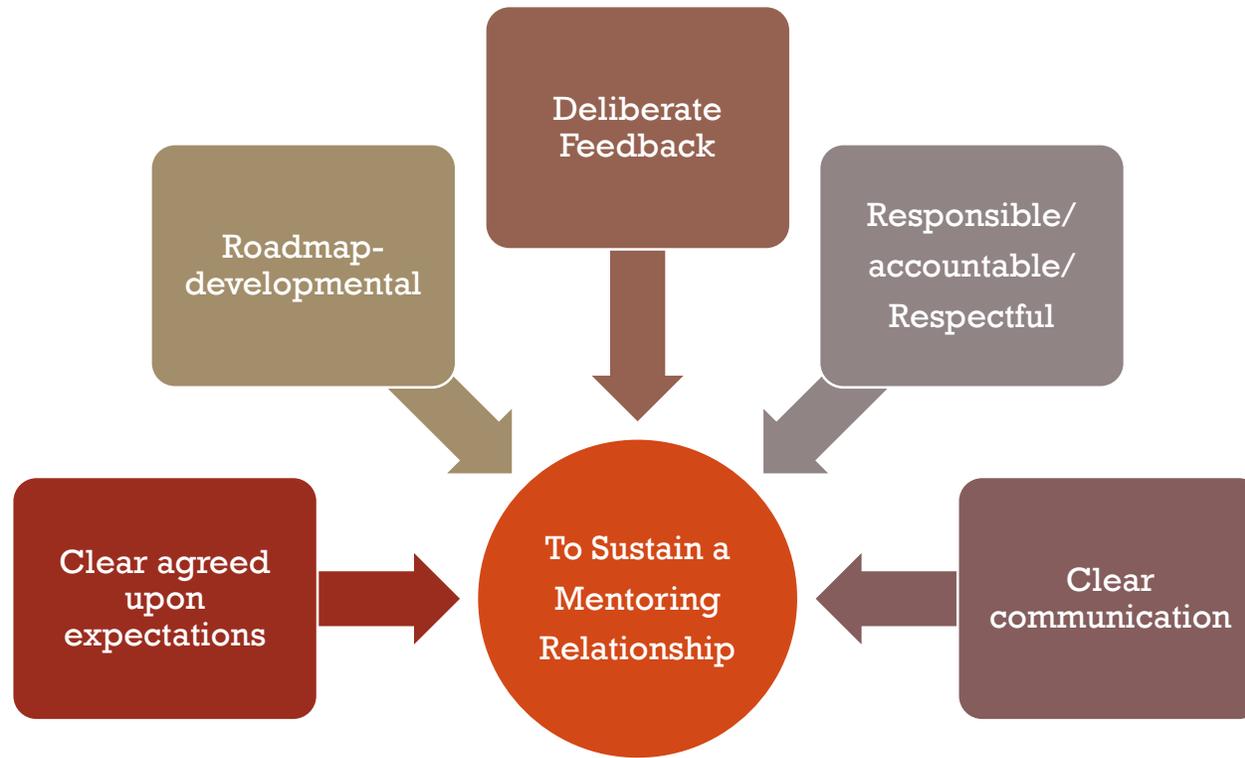
Hewitt, S.A. (2013) *Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career*. Harvard Business Review Press. Aug 2013

ROLE IDENTIFICATION

Mentors	vs	Sponsors
Mentors have mentees	→	Sponsors have protégés.
A mentor could be anyone in a position with experience desired by a mentee who can offer advice and support.	→	A sponsor is a senior level staff member invested in a protégé's career success.
Mentors support mentees through formal or informal discussions about how to build skills, qualities and confidence for career advancement	→	Sponsors promote protégés directly, using their influence and networks to connect them to high-profile assignments, people, pay increases and promotions.
Mentors help mentee craft a career vision	→	Sponsors help drive their protégé's career vision
Mentors give mentees suggestions on how to expand their network	→	Sponsors give protégés their active network connections and make new connections for them
Mentors provide feedback to aid a mentee's personal and professional development	→	Sponsors are personally vested in the upward movement of their protégé
Mentors offer insight on how a mentee can increase visibility through finding key projects and people	→	Sponsors champion their protégés visibility, often using their own platforms and reputation as a medium for exposure.
Mentors passively share the "unwritten" rules" for advancement in their organization with mentees	→	Sponsors actively model behavior and involve protégés in experiences that enable advancement



RELATIONSHIP-FOCUSED



Types of Mentors



Career Functions

Tools and advice for advancement



Psychosocial Functions

Establishing and maintaining self-worth and confidence – both inside and outside of the organization

Based on Dr.
Kram 1988



TYPES OF MENTORS



Content

- Intellectual scholarly/project aspect of mentee career
- Facilitates new ideas
- Guides productivity
- Cultivates academic credibility
- Connects to peers/experts to increase network



Career/Process

- Career guidance & support
- Formulates goal(s)
- Provides feedback
- Guides academic promotion
- Coaches on position negotiations



Mentoring Styles



SHARED ROLES AND RESPONSIBILITIES



**ESTABLISH
GOALS OF THE
RELATIONSHIP**



**COMMUNICATE
EXPECTATION**



**DEMONSTRATE
COMMITMENT**



**MAINTAIN
CONFIDENTIALITY**



**SEEK
MUTUAL
FEEDBACK
AND
RESPECT**



MENTEE



AS A MENTEE SEEKING A MENTOR...SET GOALS / SELF-ASSESSMENT

- What do I need?
- Where do I need improvement?
- Where am I struggling?
- What am I enjoying?





WHAT DO YOU SEEK TO LEARN FROM MENTOR(S)? CHECK ALL THAT APPLY:

- Career planning and/or career advice
- Personal life issues
- Research or scholarship help or advice
- Teaching/education help or advice
- Getting networked with others in your field, developing a reputation
- Selecting which opportunities to pursue
- How to do discrete work-related tasks



BENEFITS OF BEING A MENTEE



**UNDERSTAND
YOURSELF
BETTER**



**UNDERSTAND
YOUR
PROFESSION
BETTER**



**UNDERSTAND
ACADEMIA
BETTER**



**GAIN
SUPPORT
FOR YOUR
GROWTH**



**IMPROVE
YOUR
CONFIDENCE
IN YOUR
PROFESSION**





**FINDING A
MENTOR AT EVERY
STAGE**

Student

Resident/Fellow

Junior Faculty

Senior Faculty

Being a mentee



Asking someone to mentor you is a sign of your strength



You should help drive the mentor-mentee relationship



Respect your mentor's time



Respond to emails/calls



Act professionally



Provide feedback

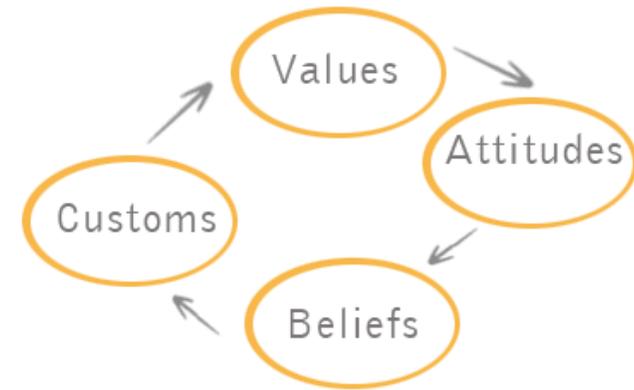




MENTORING CULTURE

CREATING A MENTORING CULTURE

- Aligns department & institution strategic goals/pathways with individuals
- Recruits & retains talent
- Improves leadership & teaching skills
- Enhances career development
- Acclimates faculty-eases onboarding
- High potential individuals are fast tracked
- Supports diversity

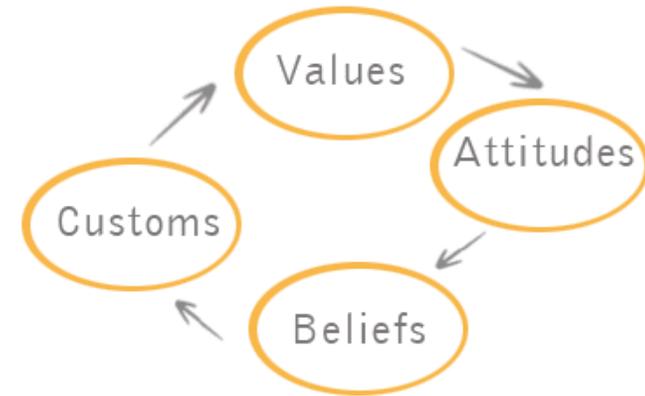


**Developing a Culture of
Mentorship to
Strengthen Academic Medical
Centers**
Augustine M.K. Choi, MD, et al.
Acad Med. 2019;94:630–633.



CREATING A MENTORING CULTURE

- Need a process to assign/seek mentors
 - Content/project mentor
 - Career mentor
- Faculty Development: mentor role & mentee role
- Leadership support (respect, accountable, responsible)
- Dedicated time to meet, respecting as part of work day



Developing a Culture of Mentorship to Strengthen Academic Medical Centers
Augustine M.K. Choi, MD, et al.
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In today's constantly changing, hypercompetitive environment, academic medical centers that embrace a culture of mentorship and commit to sharing expert knowledge vertically between individuals at all stages of their careers can potentially reduce the learning curve and help revitalize the biomedical workforce.



Successful mentorship programs would leave academic medical centers better equipped to advance their missions, extend the legacies of today's senior faculty, and ensure the professional longevity of the next generation of physicians, scientists, and health care leaders.



PLANNING AND IMPLEMENTATION OF A MENTORSHIP PROGRAM IN THE PATHOLOGY DEPARTMENT

Michael Esposito, MD
May 16, 2019



- **Approximately 5 years ago the department recognized the need for a formal mentorship program. The main goal was academic promotion.**
- **January 2017 – Academic/Faculty Development Strategic Planning Group**
- **February 2017 – Mentoring Program Committee**
- **May 2017 – Faculty Council Subcommittee Mentoring Program**
- **September 2017 – Faculty Council Mentorship Program Roadmap and Mentor/Mentee Profiles**
- **December 2017 – Pathology Adopts FC Mentorship Roadmap**

- **June 2018**
 - **Scope of program – academic promotion + career satisfaction – physician wellness**
 - **Mentors? Mentees?**
 - **How to select? How to match?**
 - **Monitor progress**
- **September 2018**
 - **Pilot Mentorship Program (14 mentor/mentee pairs)**
 - **Kick-off orientation meeting**
 - **Faculty Development**
- **January 2019**
 - **Mentor/Mentee pairs meet and document with survey monkey**
- **March 2019**
 - **Mentorship committee reviews progress**



- **Move from a program that focuses only on academic promotion to a program that fosters career satisfaction, transition from residency to employment, work life balance and physician wellness**
- **Moving from a mentorship process that is mentor driven (directing) to mentee driven (listen!) = Relationship**





Tuesday, January 16, 2018 |by Elizabeth L. Travis, PhD, FASTRO

Academic Medicine Needs More Women Leaders

The number of women in C-suite positions is much too low. Learn how *sponsorship*—a successful corporate practice—can help break glass ceilings.

Women bring a different voice and a different perspective that can help solve many of the problems facing academic medicine today.

<https://news.aamc.org/diversity/article/academic-medicine-needs-more-women-leaders/>



- Women tend to be collaborative, empathetic, and compassionate; they mentor and empower others;
- Women often are transformational rather than transactional
- Women prefer flat to hierarchical structures.
- Women leaders also serve as role models for other women and can help create an organizational climate that is supportive to women.

Encourage all academic medicine leaders to sponsor a woman or some other talented individual not likely to access power easily. Look broad, look deep, and look more than one level down from your position.

You may be surprised who you will find and what they can do.

And what better legacy can we leave than talented future leaders?



- **Reporting Systems Won't End Sexual Harassment.**
- **Promoting More Women Will**
- [Frank Dobbin](#)
- [Alexandra Kalev](#)
- NOVEMBER 15, 2017
- HARVARD BUSINESS REVIEW



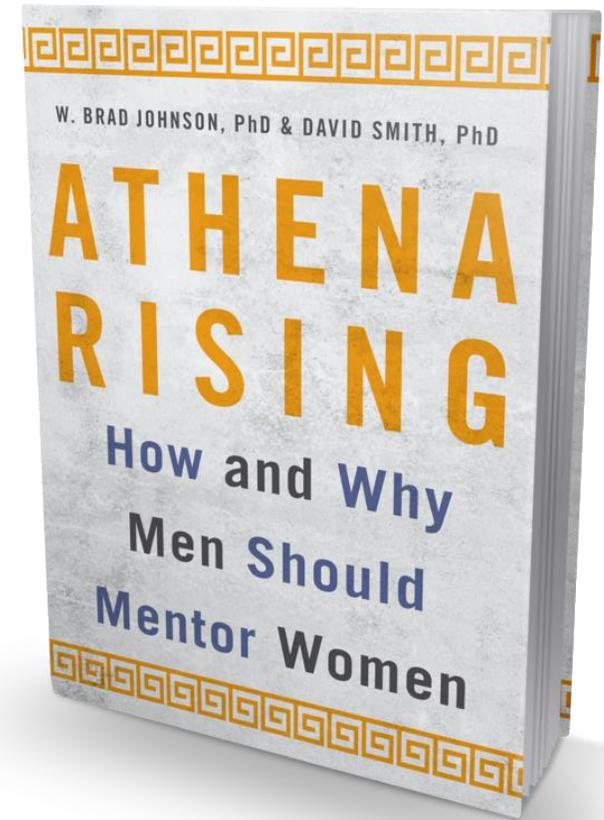
We already know how to reduce sexual harassment at work, and the answer is actually pretty simple:

“Hire and promote more women”. Research suggests that this solution addresses two root causes of harassment.

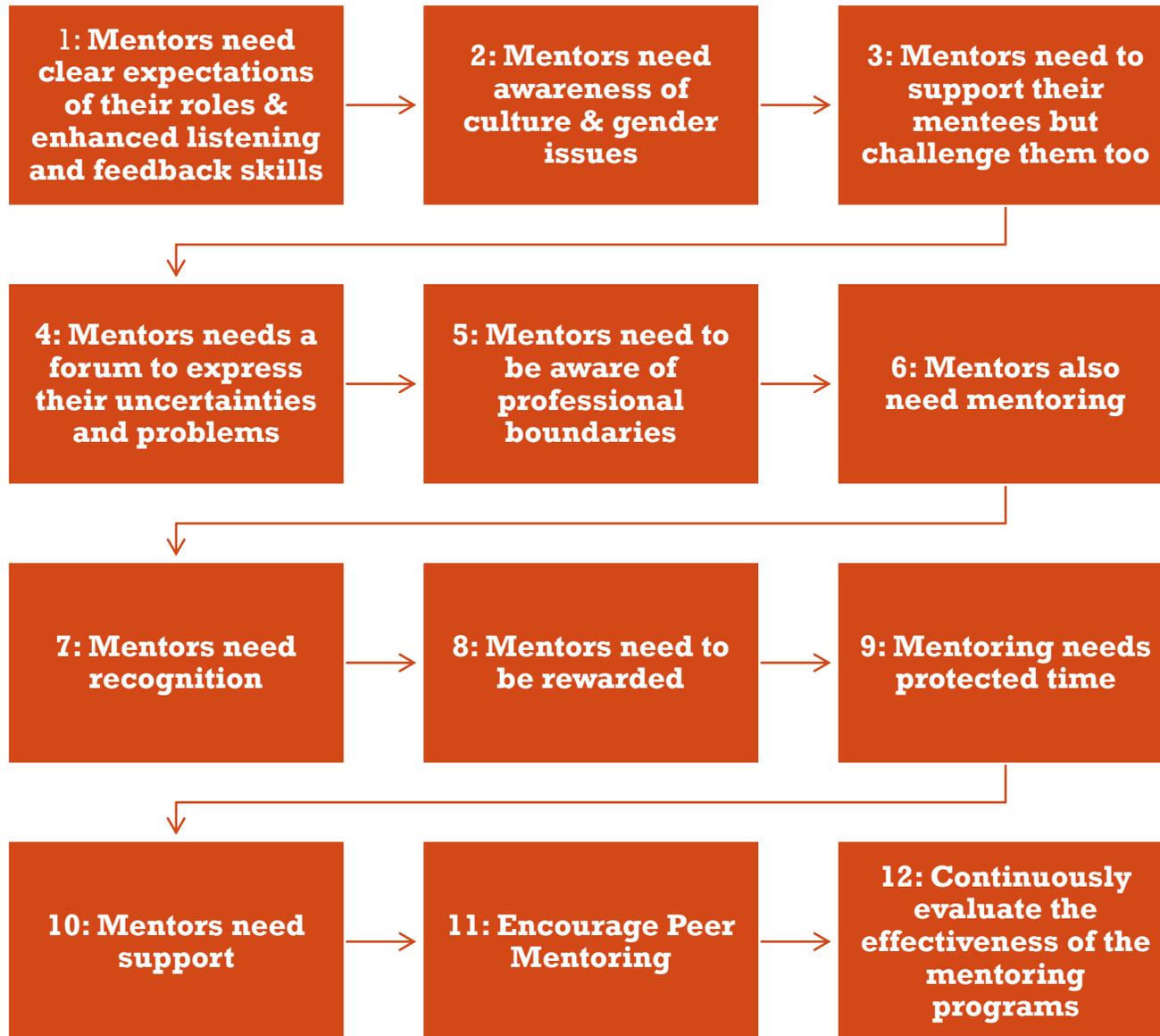


IT IS IMPORTANT FOR MEN TO MENTOR WOMEN

- Brad Johnson suggests, ask, "Are you mentoring anyone?" This one habit alone, he said, could significantly cultivate a mentoring culture.
- "You don't have to say 'I want to mentor you.' Instead, you could simply tell a younger professional, 'I was so impressed with what you did in the meeting today. If you ever want to have a conversation, please drop by my office.'"



TWELVE TIPS FOR DEVELOPING EFFECTIVE MENTORS





WHAT CHALLENGES DO YOU FACE?



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Thank
you!!