

Mentoring for Medical Professionals

Maria Ramundo, MD

Goals of this Session

- Describe the difference between mentor and sponsor
- Describe the importance of mentoring and sponsorship for medical professionals
- Identify individuals who can serve as mentors and sponsors to you
- Discuss your role in the mentoring/sponsorship relationship

Definition of Mentorship

Mentoring Models

Assigned by the Institution

- Advisor
- Preceptor
- Tutor

Chosen by the Learner

- Role Model
- Mentor

Mentoring Models

Traditional Model

- Mentor picked you
- Mentor had much in common with you
- Mentoring was for young people
- Had one mentor
- Mentor told you what to do

Contemporary Model

- You pick mentor
- Mentor may have little in common
- Mentoring is for any stage of life and career
- May have many mentors, for different aspects of life and career
- Mentor facilitates decision making and problem-solving

The Importance of Mentorship

“Learn from the mistakes of others. You can’t live long enough to make them all yourself”. Eleanor Roosevelt

Importance of Mentorship

- Learn academic values
- Manage professional careers
- Establish network of colleagues
- Provide emotional support

Importance of Mentorship

- Research Development
 - Creative thinking
 - Research methods
 - Research ethics
 - Research directions
 - Scientific communication & writing

Importance of Mentorship

- Prevalence of Mentorship in Medicine
 - Less than 50% of medical students
 - Ranged from 16-93%
 - Women perceive more difficulty in finding appropriate mentors

Importance of Mentorship

- Female Physicians Need Mentors
 - **27%** of full-time medical school faculty
 - **15%** of tenured faculty
 - **11%** of full professors
 - **6%** of chairs of academic departments

Milestones that signal need for mentoring

- New position
- Specific organizational barriers
- Interpersonal issues
- Thinking of switching employers
- Transition

Identifying Potential Mentors

Identifying Potential Mentors

- Content Areas for Mentoring
 - Teaching
 - Research
 - Work-Life Balance
 - Quality Improvement/Patient Safety
 - Leadership and Administration
 - Medico-Legal
 - Clinical Practice
 - Advocacy

Identifying Potential Mentors: Group Discussion

- Identify characteristics of a good mentor
- Identify characteristics of a good mentee

Characteristics of a good Mentor

- Acts with **integrity**
- Acts as a **professional** role model
- Demonstrates **confidence** in the mentored
- **Values** the mentored as an individual
- Provides a **positive** and supportive professional environment
- Is generous with **feedback**
- **Encourages** independent behavior
- Is willing to invest in ample **time** in the mentee
- **Includes** the mentored within their professional circle
- Models **networking**
- Provides **opportunities** for the mentored to participate in research
- Is generous with **credit** for the mentee



Identifying Potential Mentors

- **Don't forget – the Mentee can also benefit the Mentor**
 - Personal satisfaction from helping someone achieve success
 - Recruit and retain people of high caliber who can help produce better research papers and grant proposals
 - Help one stay on top of new knowledge and techniques
 - Former mentees often become collaborators on current and future projects

Characteristics of a Good Mentee

- Is **motivated** to learn from the mentor
- Takes the relationship **seriously**
- Takes the **initiative** in establishing the relationship
- Is **flexible** and understanding of the mentor's demanding schedule
- Is **prompt** for appointments
- Offers **feedback** to the mentor
- Displays **interest** in professional growth
- Is **proactive** and goal-oriented
- Accepts and **acts** on feedback
- **Acknowledges** the mentor



Stages in the Mentoring Relationship

- Initiation
- Cultivation
- Separation
 - Mentor may feel rejected
 - Mentor must be willing to separate
- Redefinition
 - Later a new relationship is created



Mentor versus Sponsor

Mentor versus Sponsor

Mentor

- Sit at any level in hierarchy
- Psychosocial support for personal and professional development
- Career advice and coaching
- Help mentee navigate corporate politics
- Increase mentee's sense of competence and self-worth

Sponsor

- Must be senior level, with influence
- Actively advocate for protégé professional advancement
- Willing to give air cover so protégé can take risks
- Make sure their protégé is considered for promising opportunities and promotion

Sponsorship: Protégé

- If a standout performance is what wins you the attention of a powerful individual
- Loyalty guarantees a powerful leader will sponsor you long term
- Two way street”
 - Reciprocal relationship: benefits both individual’s careers

What is a protégé?

- High-potential employee/trainee who at a minimum
 - Outperforms: contributes > 100%
 - Is loyal to the organization
 - Contributes a distinct personal brand
 - Is trustworthy and discreet
 - Covers sponsors back
 - Brings “value added”-different perspective/skill set
 - Enhances sponsor’s reputation

○ (Forget a Mentor) Find a Sponsor, Hewlett 2013

Conclusions

- Mentoring & Sponsorship have a positive influence on your career
 - Personal development
 - Career choices
 - Professional development
 - Research productivity
 - Publications
 - Grant success
 - Career advancement



Case Discussion

Case 1: Job Interview

- You want a career in academic medicine.
- What questions should you ask to find out if mentorship/sponsorship is part of the culture at the institutions where you are interviewing?

Case 2: No Time to Meet

- You are a junior faculty mentee who is paired with a senior faculty member in your field. It is difficult to find a time to meet with your mentor. Your mentor is internationally renowned in her specialty and is often out of town presenting at conferences.
- What should you do?

Case 3: Work-Life Balance

- You are a new junior faculty member at an institution where you did your training. Your mentor is in your division & a nationally recognized researcher in your field. He has helped you publish several papers & present your research at national conferences.
- He has asked to meet with you to discuss having you act as the PI for a large multi-centered study in order to help you obtain national recognition in your field.
- You are worried because you had planned on discussing with your mentor that you need to scale back your scholarly activities as you & your spouse are expecting a child. You wish to devote more of your time to your family.
- How are you going to respond to his request?

Case 4: Changing Relationship

- You are a graduating chief resident who has decided to accept a faculty position where you trained.
- Your resident mentor is a caring woman who has offered you emotional support throughout your residency training and has helped you prepare for boards.
- You realize that she is a clinician who has little scholarly activity and will not be able to provide you with the support you need to build an academic career.
- You want to find another mentor who can guide you in this area.
- How do you respond to her?

Case 5: Sponsorship

- You plan on a career in academic medicine and eventually you want to be a “leader in your field”
- How and where will you find a sponsor?
- How many sponsors do you need?

Sponsorship Book Reference

