

# Advising Systems: Coaching vs Mentoring

Alda Maria Gonzaga, MD, MS  
Associate Professor of Medicine and Pediatrics



Pitt

# Advising

- Each program has developed its own system
- Formal vs informal
- Junior and or/senior faculty
- With different amounts of “mentoring” and “coaching”



Pitt

# Mentoring

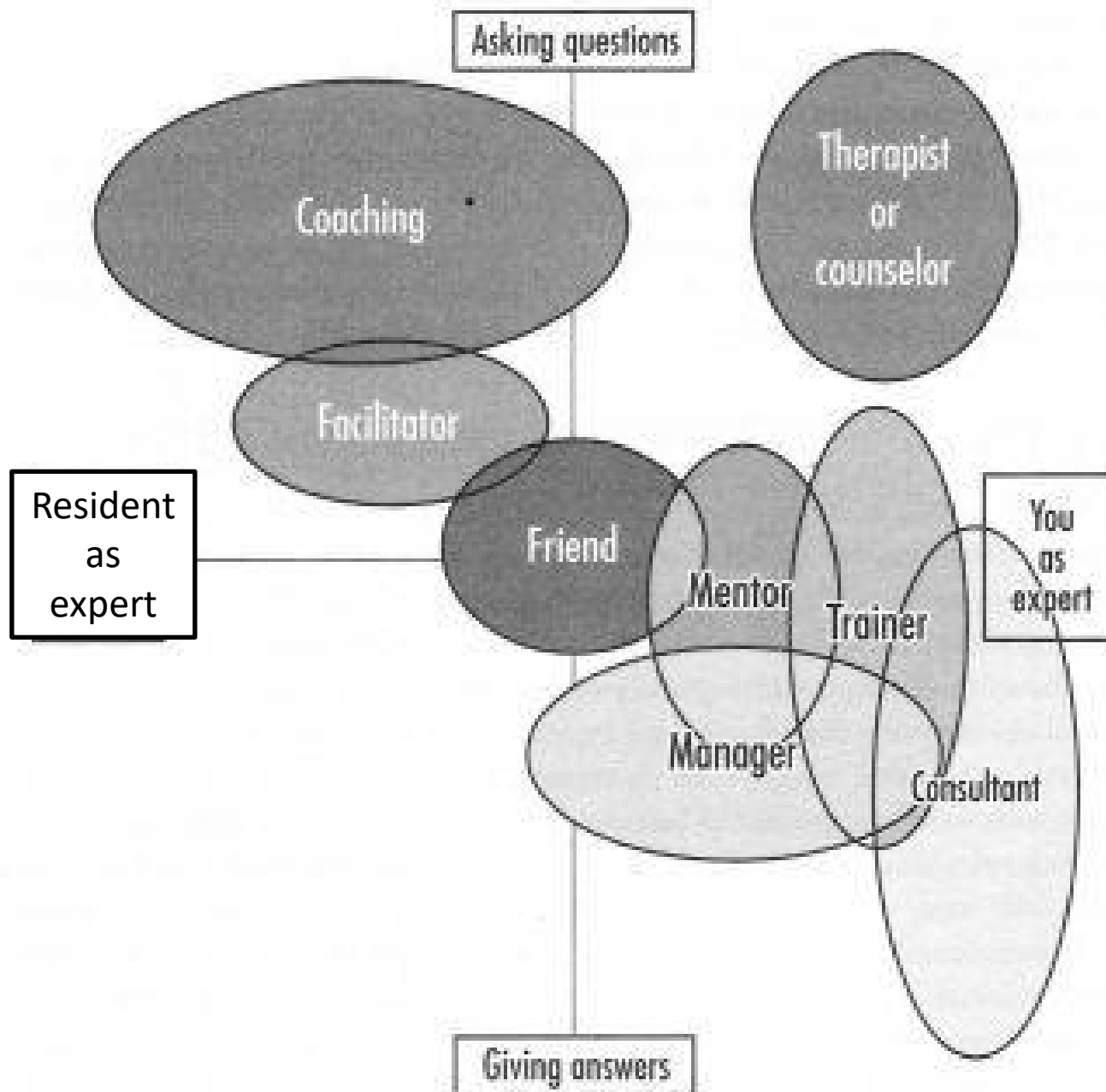


Pitt

# Coaching

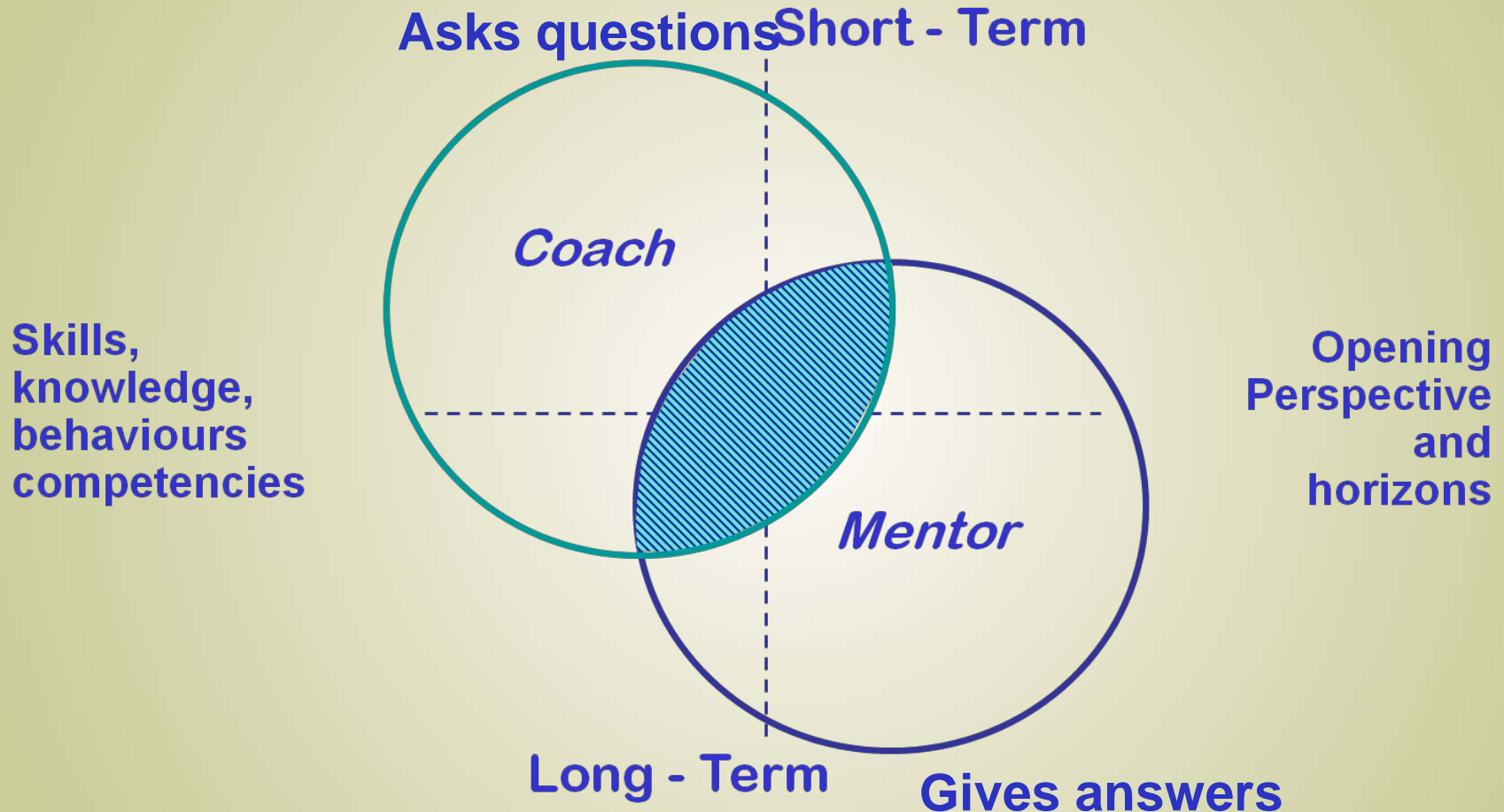


Pitt



Relationship of coaching to other fields.  
(Copyright © 2003 by Stephen Fairley. All rights reserved.)

# Coaching versus Mentoring



Pitt

# Let's learn from each other!



Pitt



Stony Brook **Medicine**



Stony Brook  
**Medicine**





Stony Brook **Medicine**

# Managing Up

Jonathan Tolentino, MD



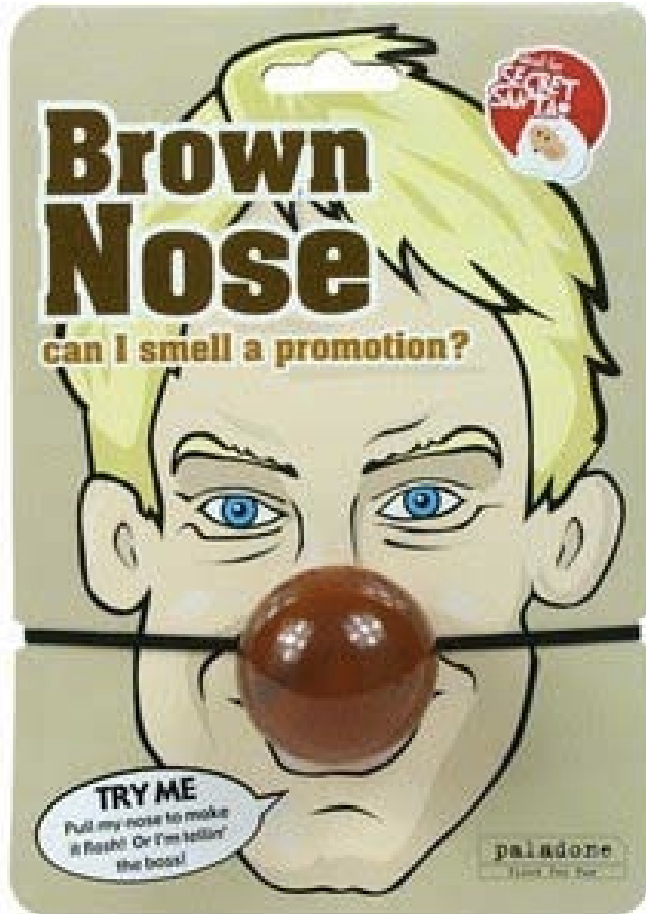
Stony Brook **Medicine**

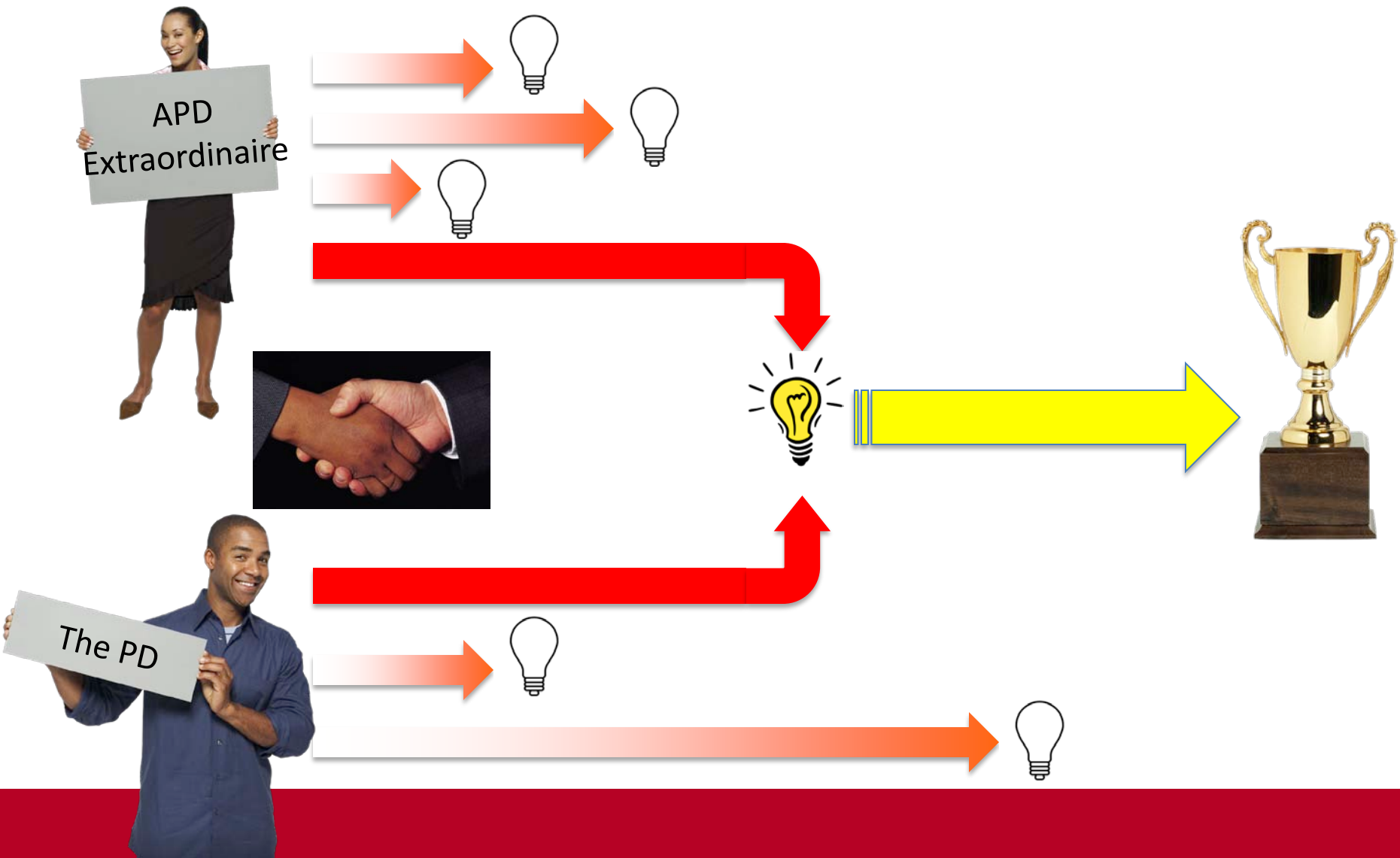
**man•ag•ing • up**

**/ˈmanijiNG/ •/ep/**



Stony Brook **Medicine**







- The art of building a relationship with your boss that allows for the mutual benefit for both parties.
- By helping your boss moving forward her agenda, benefits accrue that have the downstream effect of making your own goals accessible



Stony Brook **Medicine**





- Set unselfish goals – ***Focus on the greater good***
- Understand what your boss, department, institution need – ***Your ideas should align***
- Maintain and enhance your area of expertise – ***Be the new resource***
- Be gracious in managing credit and blame – ***Spread the credit, share the blame***
- Report without drama – ***Solutions, no drama***



- Know her preferred communication style
- Be Succinct and plan ahead
- Limit number of points you want to make
- Problems and Solutions = PROACTIVE AND CREATIVE





- Agreement on assignments
- Submit accomplishments
- Don't jump chain of command
- If disagree – provide well researched alternatives
  - Discuss in advance how to implement a plan



- Getting started: Reflecting on who you 'directly report to' for the residency program.





- Jonathan Tolentino, MD
- [Jonathan.Tolentino@stonybrookmedicine.edu](mailto:Jonathan.Tolentino@stonybrookmedicine.edu)
- (513) 258-5431

# Leading effective meetings

Benjamin Kinnear, MD  
@Midwest\_MedPeds

# Many meetings

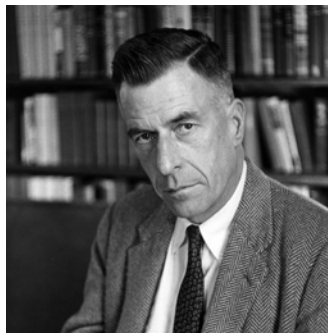
- Not managed well
- Not on time
- Without direction
- Potentially not necessary

# Initial Questions

- Is a meeting necessary?
- How can the time be spent most effectively?
- How to maintain engagement and ensure that actions and work happen?

# Is A Meeting Necessary?

- Work is beyond one person's capacity
- Interdependent tasks
- More than one solution/decision to consider
- Misunderstandings/disagreements likely
- Something that needs to be done quickly



“Meetings are indispensable when you don’t want to do anything”

- 2000 managers said 30% of time in meetings is a waste –*Industry Week*
- Executives think 25-50% of time in meetings is a waste –*3M Meeting Network*
- A leading cause of lost productivity is unnecessary meetings –*Microsoft/AmericaOnline/Salary.com*



# Exnovation – unschedule unnecessary meetings

[illegible]

No one will ever say “*Why did you cancel that meeting?!?!?! I was so excited about it!*”

# The 3 Ps Of Preparation

- Participants
- Planning for the meeting
- Preparing the post meeting reports

# Participants

- Invite those who are necessary
- Be aware of the number – more people slows productivity
- With a large group, consider specific strategies to encourage discussion
  - Brainstorming
  - Paired discussions
  - Multiple small groups

# Logistics

- Purpose of meeting is clearly identified
- Send agenda in advance
- Detailed agenda with time for each item
- Provide background materials



# Logistics

- Confirm meeting space/time
  - Ensure you can have all important parties there
  - Call in number and password
- Where should it take place?
  - A convenient location
  - Special considerations



# Start And End On Time

- Respects time and effort of participants
- Refrain from summarizing for late comers
  - Reinforces bad behavior
  - Summarize at natural break points
- **NEVER** run over time



# Summarize And Follow-Up

- Summarize during the meeting to clarify and avoid confusion
- Develop an action plan/responsible person for each agenda item
- Distribute minutes promptly

# Managing The Discussion

- Starting the meeting
  - Introductions
  - Setting the tone
- Direct questions to quiet ones
  - *What is your opinion, John?*
  - *From your point of view, how should we proceed, Mary?*
- Techniques for ramblers/talkers
  - *We have a list of possible solutions from George. Does anyone else have other ideas?*



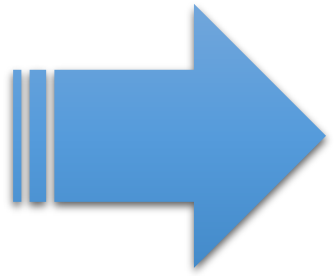
# Acknowledge Issues That Arise

- Manage conflict
- Expect participant dropout
  - People are busy
  - Work falls to a very few
- Watch out for mission drift
  - Refocus on project goals

# Pick a meeting that . . .

- Is not always necessary
- Is not always productive
- Could be better

How (specifically) will you change it?



**SUCCESSFUL NETWORKING SKILLS**

# What Is Networking

Building relationships

Being interested in others

It's NOT about being extroverted



# The Truth About Networking

**Everyone dislikes networking**



**However, it's a necessary evil**

# Why Network

- Diversifies your career and allows for a more rich experience
- Build connections to collaborators for future projects
- Find mentors and sponsors
- If people know who you are, the more likely they are likely to tap into your expertise

# Where To Network

- Locally
  - Meetings and committees (departmental, divisional, special issues)
  - Training sessions
  - Cocktail parties, dinners, other social events
  - Clinical activities
- Nationally
  - National meetings
  - National committees/working groups/SIGs
  - Study groups/collaboratives
  - Listservs

# Where To Network

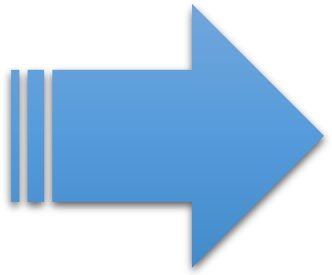
## Special Tips For National Meetings

- Where to find the well known leaders, movers and shakers
  - Plenary sessions
  - Award ceremonies



"I took you on as a mover and shaker, but all you're good at is ducking and diving."

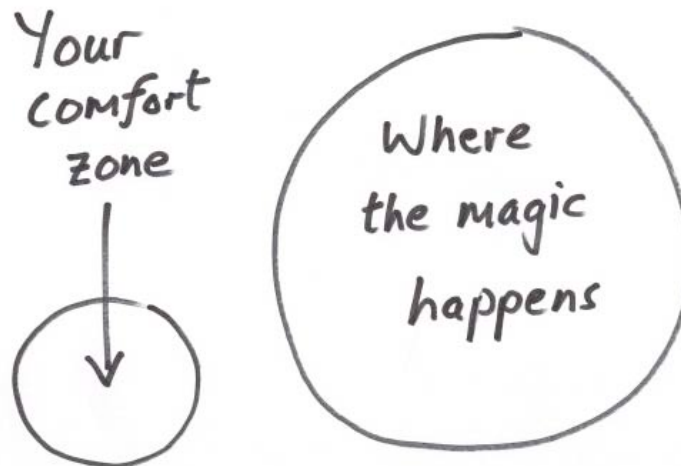




## TIPS & STRATEGIES FOR SUCCESSFUL NETWORKING

# Step Outside Your Comfort Zone

- Networking is NOT easy
- Try to do one new technique every time you network



# Appearance Is Important

- You don't have to be fancy, but look well groomed and tidy
- Wear your name badge/tag just below the right shoulder
- Be weary of how you stand
  - Stand straight
  - Don't fidget
  - Appear confident (power pose)



# Eating & Drinking

- Eat before you come to a dinner or cocktail party
- You can eat and drink, just do so in moderation



# Develop & Perfect Your Elevator Speech

- Brief, specific quantitative statement about your major accomplishments
- Should be tailored to fit a number of different audiences
- Be confident about what you do, however keep your ego in check



# Invite Others To Join You

- People are attracted to those that draw them in
- Three folks in a conversation is easier than two
- Take a friend

# Choose A Magic Number

- Of people you want to meet during each networking opportunity
- Be deliberate in who you connect with; don't network for the sake of networking
- 1-2 is absolutely okay!

# Refer To People By Name

- People like to hear their own name



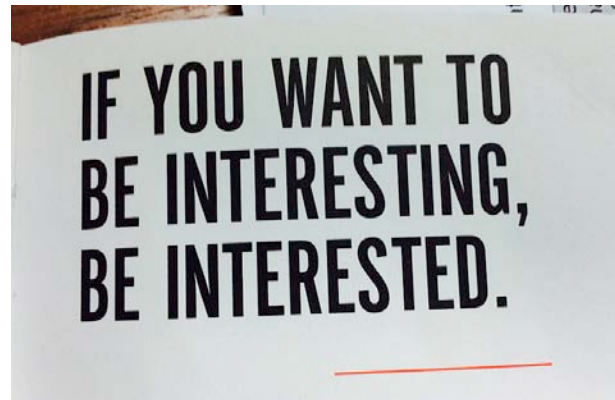


# Ice Breakers & Safe Questions

- Craft standard question that would apply to a number of scenarios
  - Include ones appropriate for peers and more senior folks
- Examples
  - “What big projects are on the horizon for you in the next 6 months?”
  - “Tell me about what your role entails for \_\_\_\_\_?” (Insert institution/organization/etc. here)

# Be Interested, Not Interesting

- Show sincere interest in others, ask questions
- Connect on a human level



# Set A Time Limit & Have An Escape Plan

- Always plan to stay for a certain period of time, even if it is short
- Politely excuse yourself for having to leave or step away



# Work Versus Family

## Men & Women

- If appropriate, focus on work conversation
  - Try to avoid conversations about family in work situations (if appropriate)
  - Men will talk about work, women about their families
- Network with those of a different sex

# Group Activity

- We're going to have a “mock” cocktail party/reception!



# Cocktail Party Rules

- Must join a person or a group of people you don't know
- Make sure your MPPDA name tag is in the appropriate place
- Must use at least one technique just discussed with each person in the group
- Party will last for about 5 minutes