Association of Pediatric Program Directors

The Myths Of Mentoring



Chief Resident Executive Committee
Leah Heidenreich, Sarah Soffer, Samara Jinks, Shawnice Kraeber
Faculty Members: Blair Dickinson, Eric Zwemer, Jay Homme



Overall Objectives

- List characteristics of a successful mentor
- Define a mentoring "mosaic"
- Describe strategies for increasing mentorship success as a mentor
- Describe strategies for increasing mentorship success as a mentee

Mentoring Myth #1: One Mentor to Rule Them All?

Blair Dickinson, MD, MS

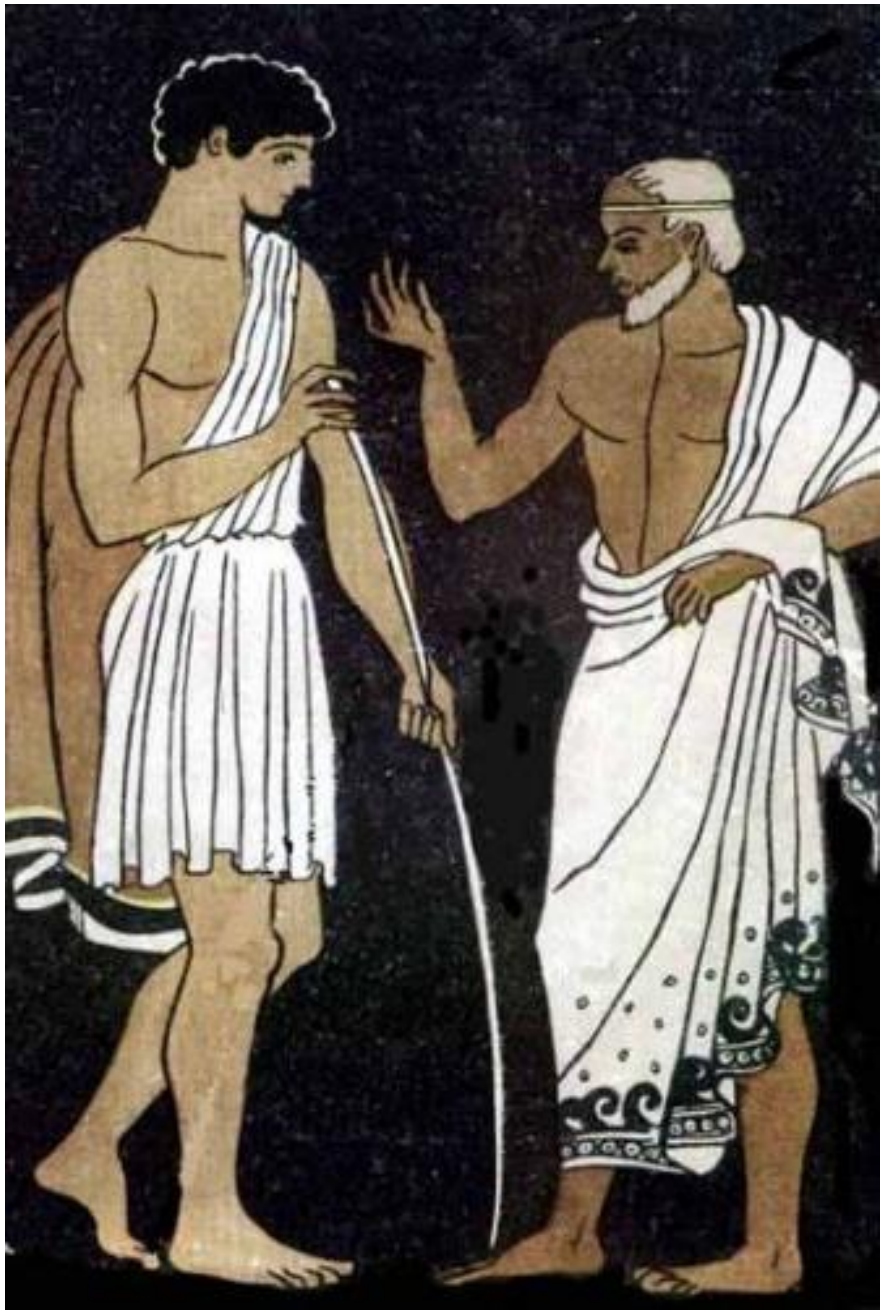
St. Christopher's Hospital for Children

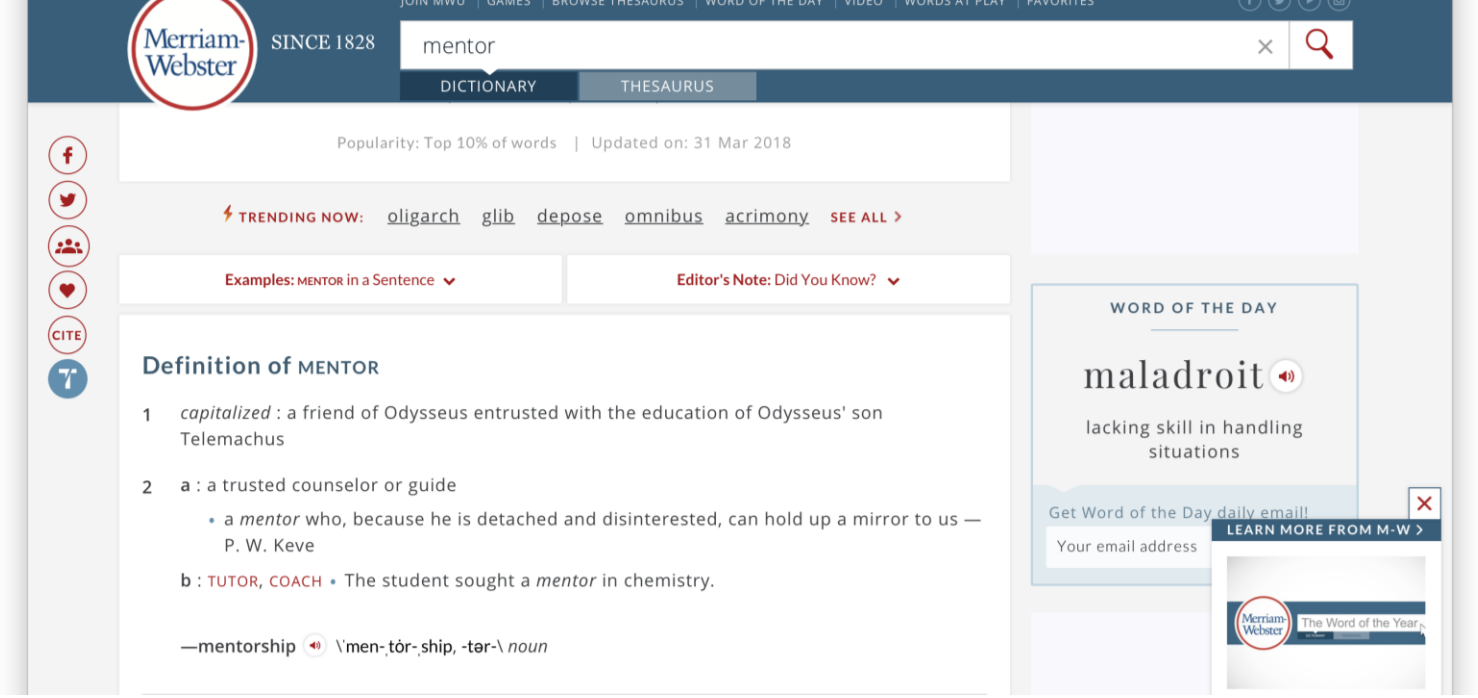
St. Christopher's Hospital for Children
A PARTNERSHIP OF TOWER HEALTH AND DREXEL UNIVERSITY

Drexel UNIVERSITY COLLEGE OF MEDICINE

Objectives – Myth 1

- ❑ Describe the principle of a mentoring mosaic
- ❑ Commit to completing a mentoring mosaic
  - ❑ Identify at least two mentors you have
  - ❑ Create a list of at least two additional mentors you will seek out





What IS a Mentor?

What IS a Mentor?









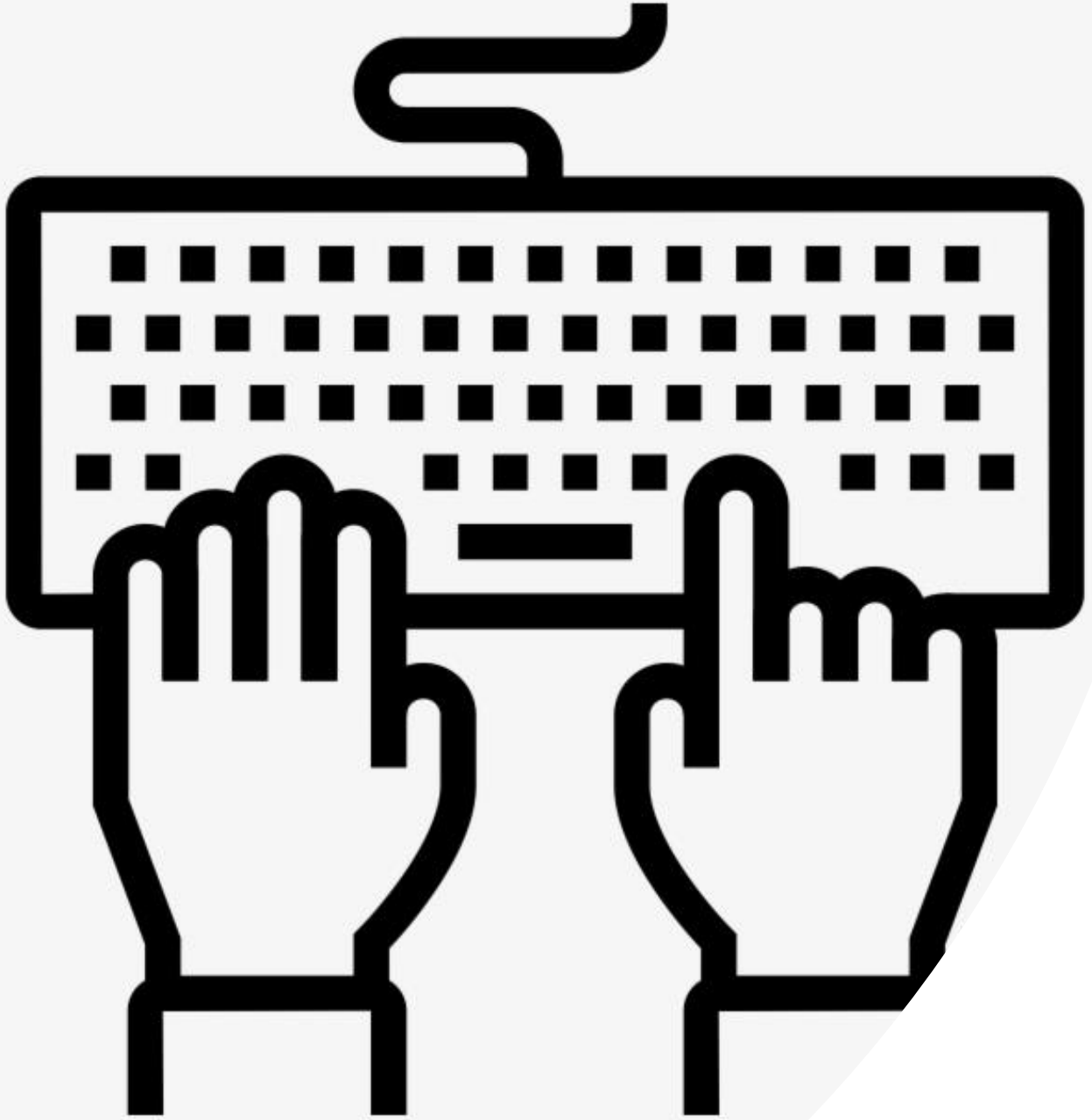




Who Can Be a Mentor?

- Anyone!
  - No mention of age
  - No mention of academic field
  - No mention of experience
  - No mention of location





What Makes a Mentor GREAT?

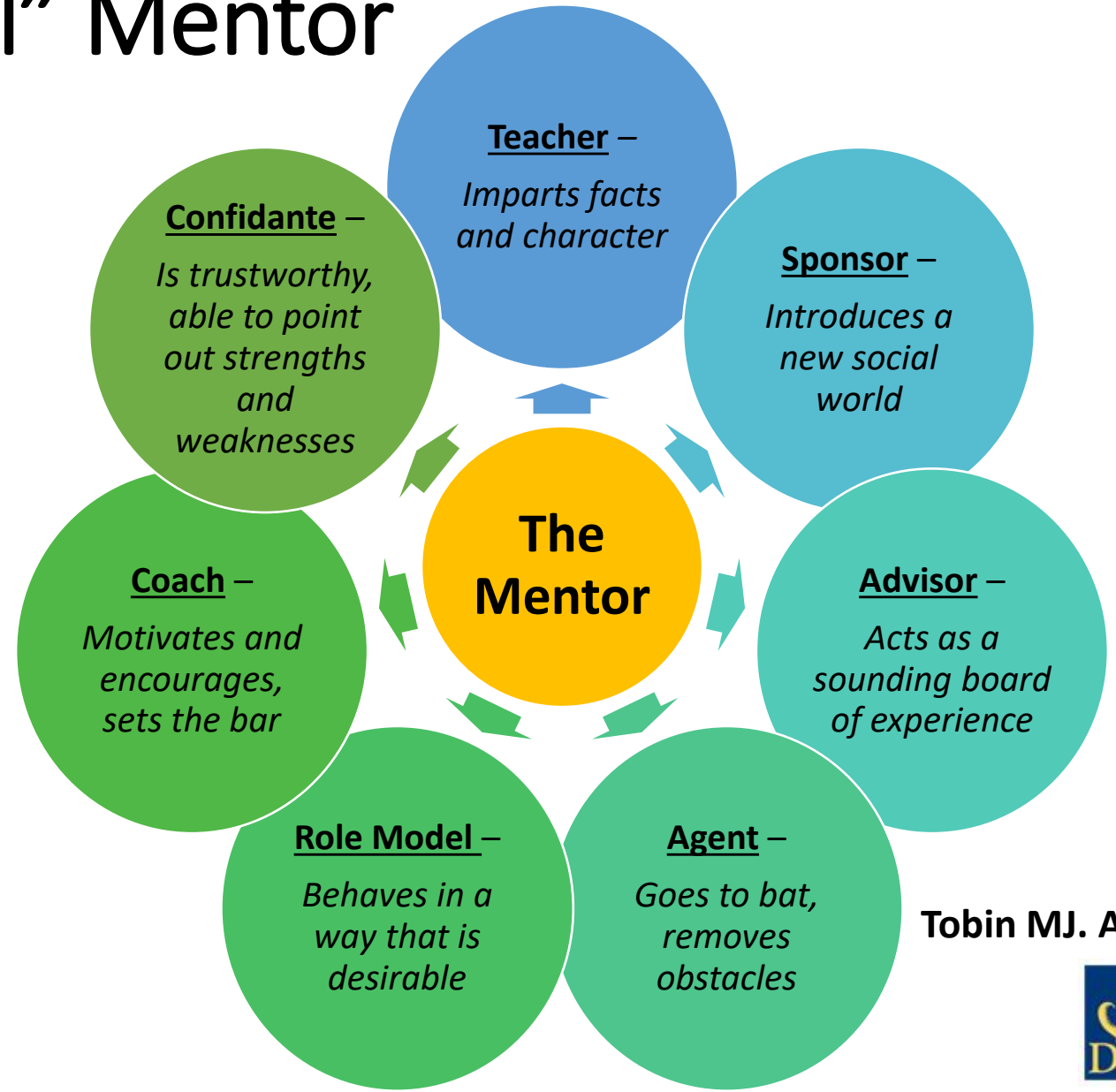
Type your thoughts into the chat!

What Makes a Mentor GREAT?



Approachable	Uses bidirectional communication
Honest	Connected
Available/reliable	Tough but supportive
Unbiased	Encouraging
Role model	Shares interests
Inspiring	Realistic/pragmatic (not magical)

The “Ideal” Mentor



Tobin MJ. Am J Respir Crit Care Med. 2004

St. Christopher’s Hospital for Children
A PARTNERSHIP OF TOWER HEALTH AND DREXEL UNIVERSITY

DREXEL UNIVERSITY COLLEGE OF MEDICINE

Can One Person Really Do It All?



St. Christopher's Hospital for Children
A PARTNERSHIP OF TOWER HEALTH AND DREXEL UNIVERSITY

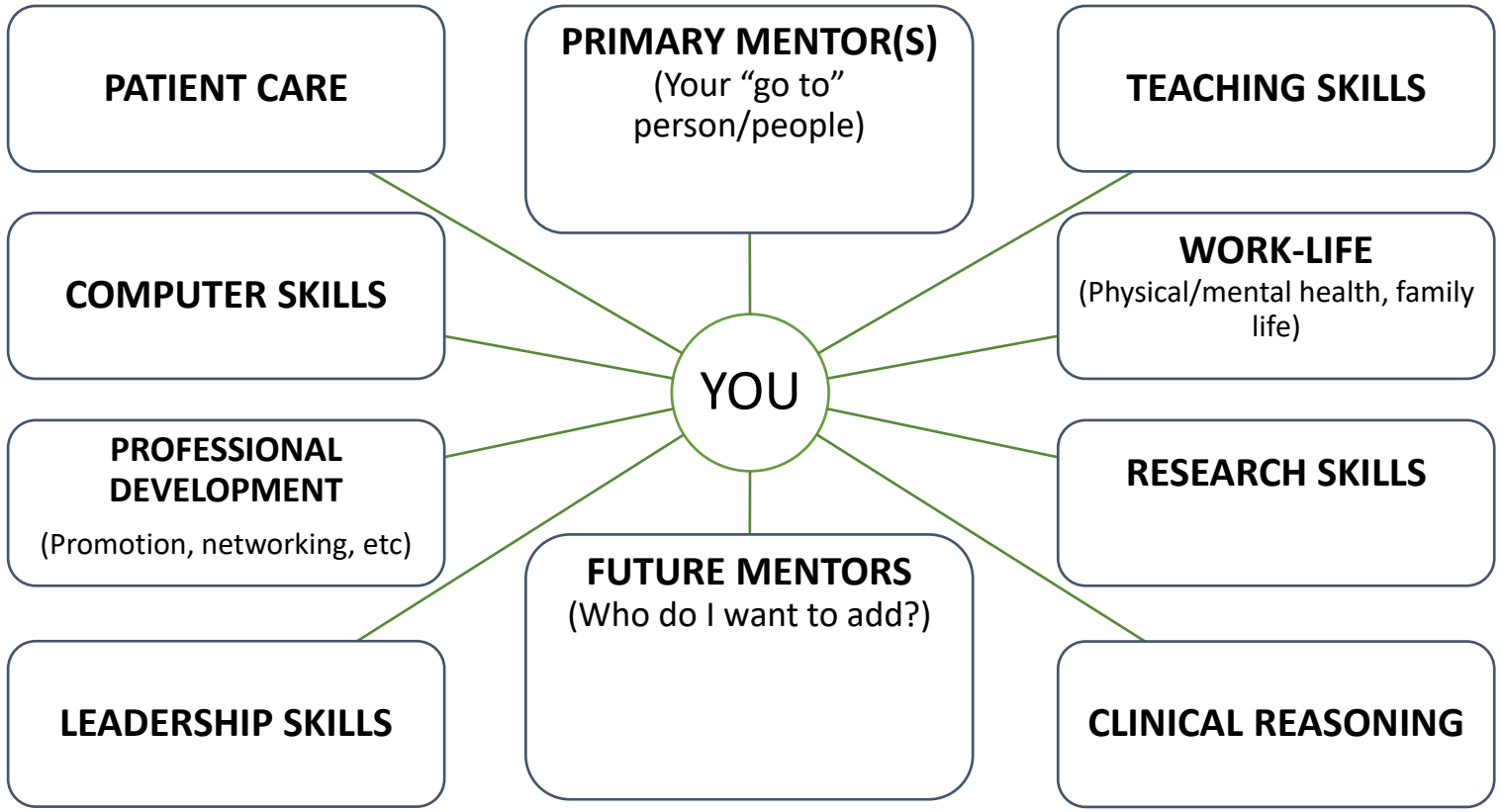
Drexel UNIVERSITY COLLEGE OF MEDICINE

Mentoring Mosaic



Carey EC, Weissman DE. J Pal Med. 2010

Your Mentoring Mosaic



St. Christopher's Hospital for Children
A PARTNERSHIP OF TOWER HEALTH AND DREXEL UNIVERSITY

Adapted from Cruz et al, MedEdPortal. 2015

DREXEL UNIVERSITY COLLEGE OF MEDICINE

Starting Your Mentorship Mosaic

- Mentors you already have
  - Program Directors
  - Co-Chiefs
  - Residency mentors
  - APPD CREC Peer Mentors
- Mentors you may have forgotten about
  - Medical School
  - College
  - Life



Appraising Your Mosaic

- In which areas do you have “too many” mentors?
- Is there a mentor whose name appears in multiple boxes?
  - Are they “tapped out?”
- What areas are empty?
- What changes are coming up in your career that will prompt a need for new mentors?



Philadelphia’s Magic Gardens

Self-Assessment



St. Christopher's Hospital for Children
A PARTNERSHIP OF TOWER HEALTH AND DREXEL UNIVERSITY

Carey EC, Weissman DE. *J Palliative Med*. 2010

DREXEL UNIVERSITY COLLEGE OF MEDICINE

Expanding Your Mosaic

- Ask your PDs
- Ask your friends
- Ask your other mentors
- Contact future “bosses”
- Read…then contact authors
- Network
- Get involved
- Be open-minded



Commitment to Change

- Using the provided handout,
  - Identify your current mentors
  - Select an area of need
  - Approach 2 new mentors



Conclusions

- One mentor cannot rule them all
- Create a mentoring mosaic
- Revisit your mosaic throughout your career
- Don’t be afraid to adjust the mosaic at times



Mentoring Myth #2:
I don’t have time for this!

Eric Zwemer, MD

CREC

1/20/22

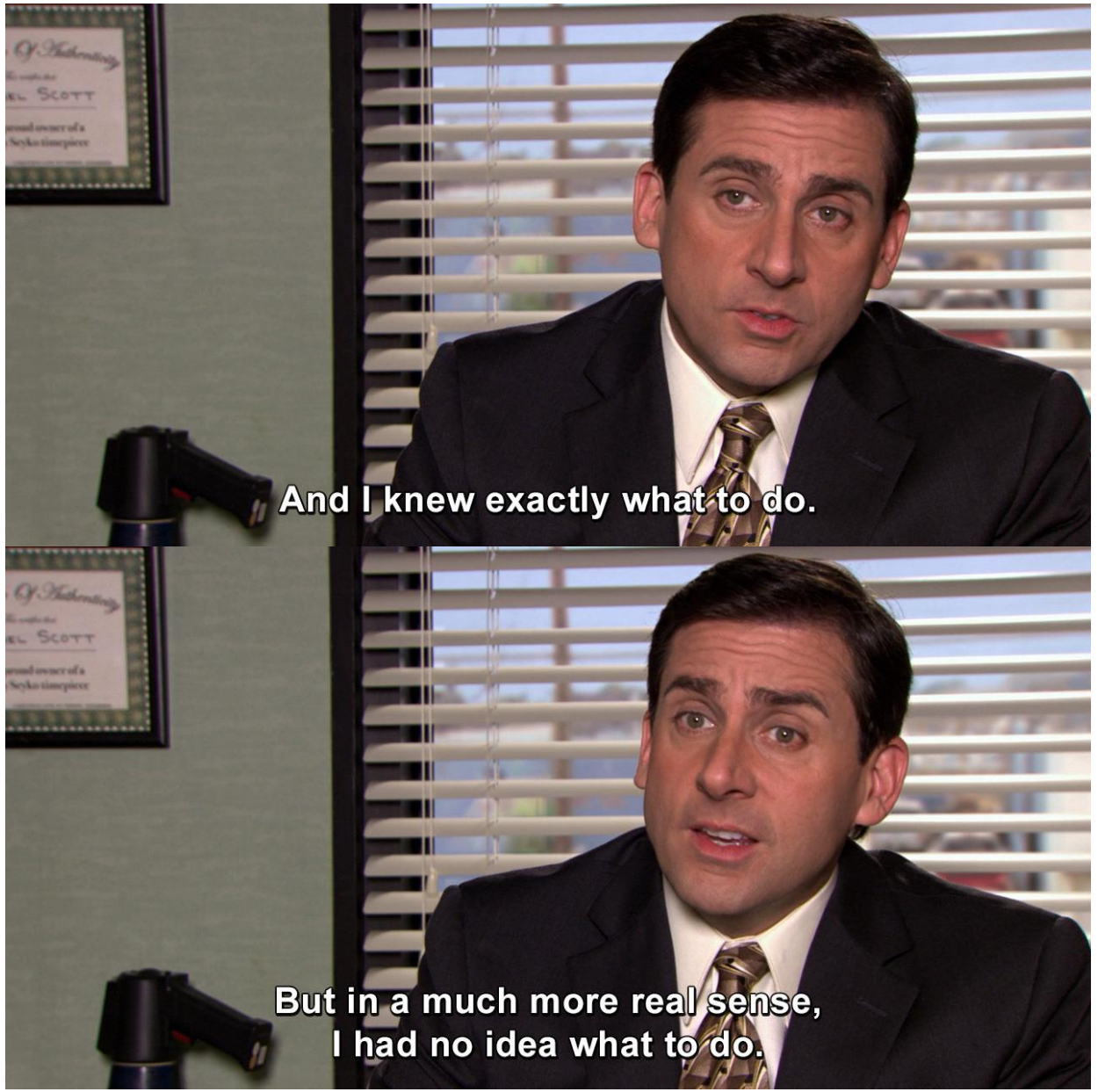


UNC HEALTH
Children's

Item	Advisor		isdom	Mentor
Focus	Specific event		Task/skill wit view in the field	Career; focus on character development, socialization into field
Expert	In target area	Globa ic	In specific performanc	In same field, "been there" and shares
Control	Advisor directed	Learner direct	Mostly learner directed	Mentor directed with repeated interchanges
Strategy	Give advice or a	Help learner find a st through asking clarify questions	Combines coaching and mentoring on specific to hen mentor, explicitly he/she is doing s	After discussion with learner, mentor transmits information intentionally based on his/her own experience and expertise; networks learner with others in field
Benefits	None for advisor	direct benefit for coach	No direct	Mutual benefit with mentor often involved in learner products
Time	Single session	Tim t	Ti nt	Long-term, future oriented

Marcdante & Simpson, 2018

Example: Resident Career Advice



EZ's Approach to One-Off Mentoring Sessions - FLouRISHES

OU

- Focus
- Listen
- Reflect
- Inquire
- Share
- Hollaback
- Email
- Sequel

Focus: Clarify what they need

Career Coaching

What Mentors Wish Their Mentees Knew

by Vineet Chopra and Sanjay Saint

November 07, 2017

Listen

5 LEVELS OF LISTENING

1. LISTENING FOR THE GIST
2. LISTENING FOR REBUT
3. LISTENING FOR LOGIC
4. LISTENING FOR EMOTION
5. LISTENING FOR THEIR POINT OF VIEW



@hannahmoves Source: Derek Gaunt


COMMUNICATION SKILLS:
EMPATHETIC LISTENING

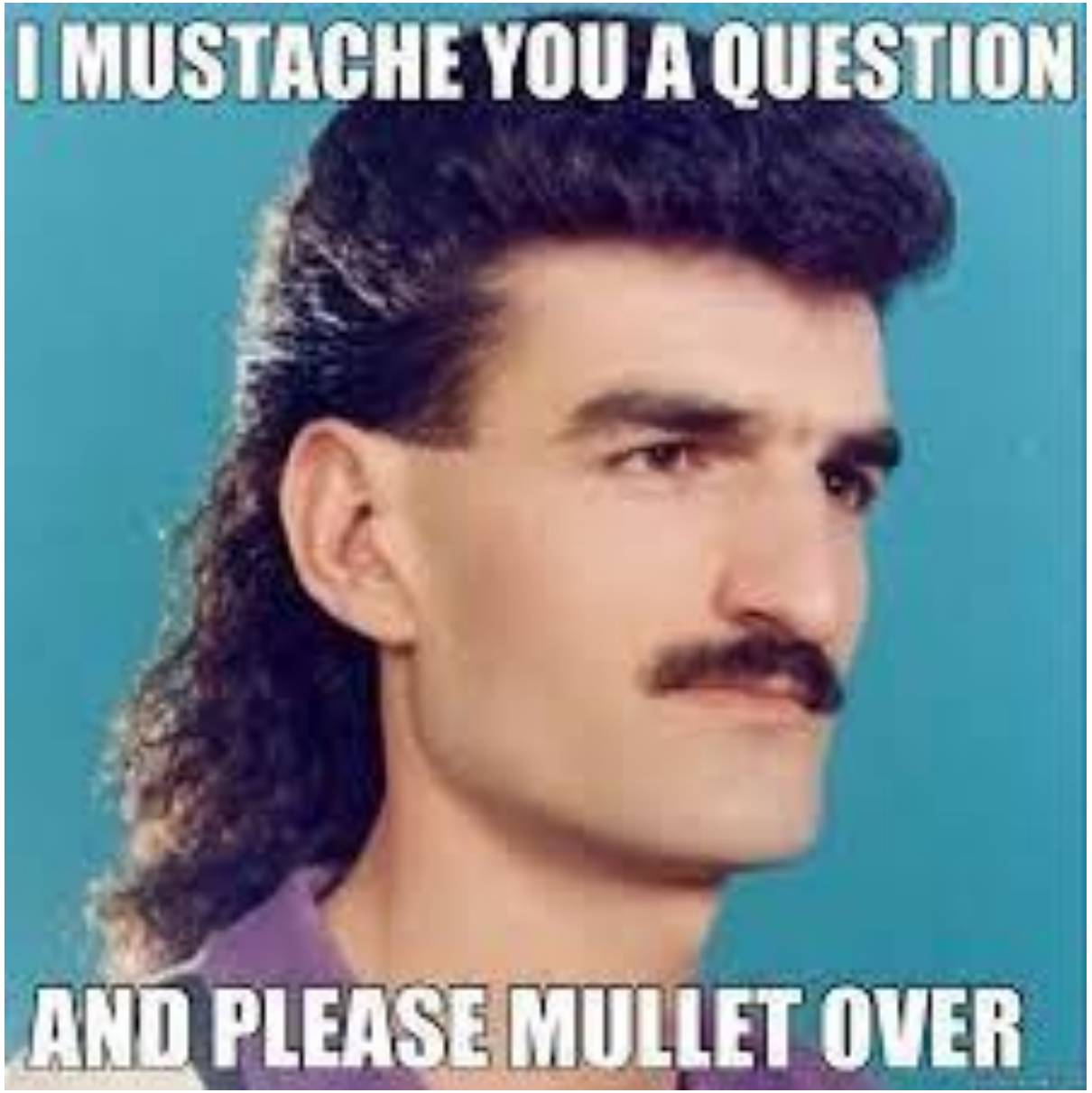
Reflect

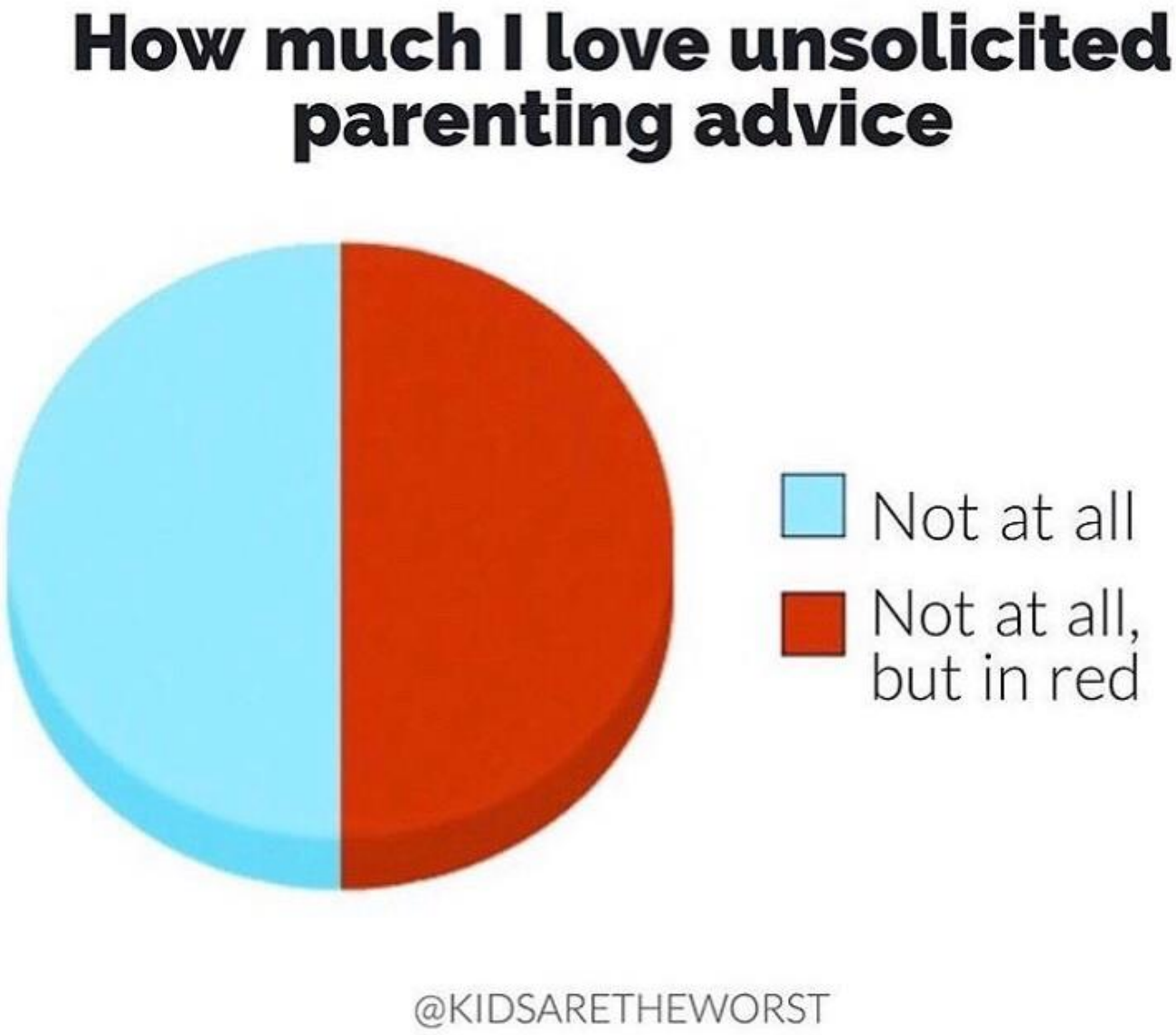
- Which option did they seem more excited about?
- Which option did they smile more while discussing?
- Which option made their face light up?



Inquire

- What does your partner/family/best friend think you should do?





Share

- Personal experience
- Opinion (stated as such)

Hollaback: Revisit the Original Question



- What are you thinking now?
- What do you think your next steps will be?

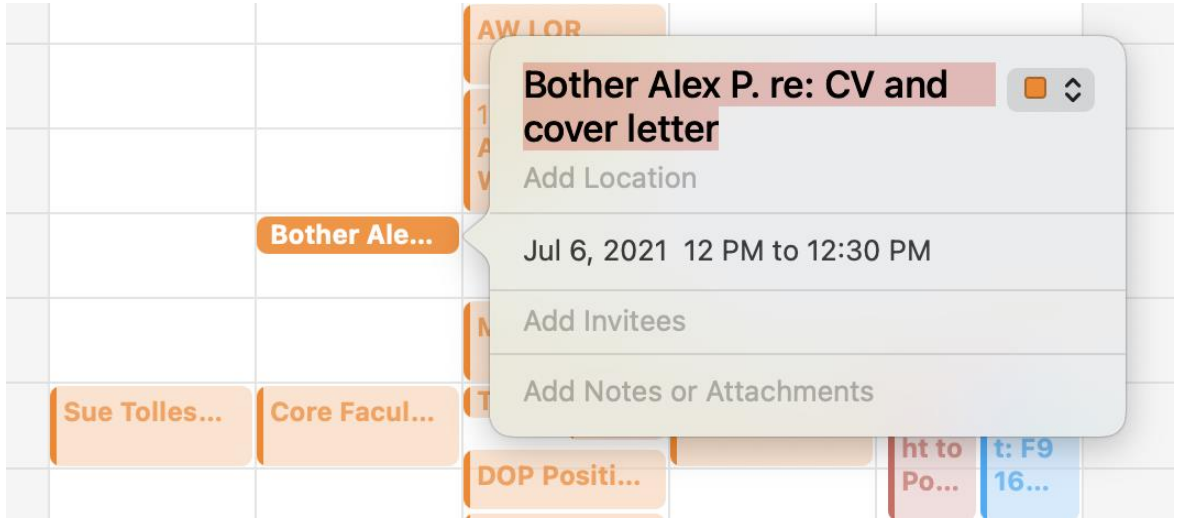
Email

- People who have faced similar decision
- People in certain geographic locations
- People who have been helpful to you in the past



Sequel

- Plan specific time to touch base with mentee
  - Another meeting
  - Email
  - Text

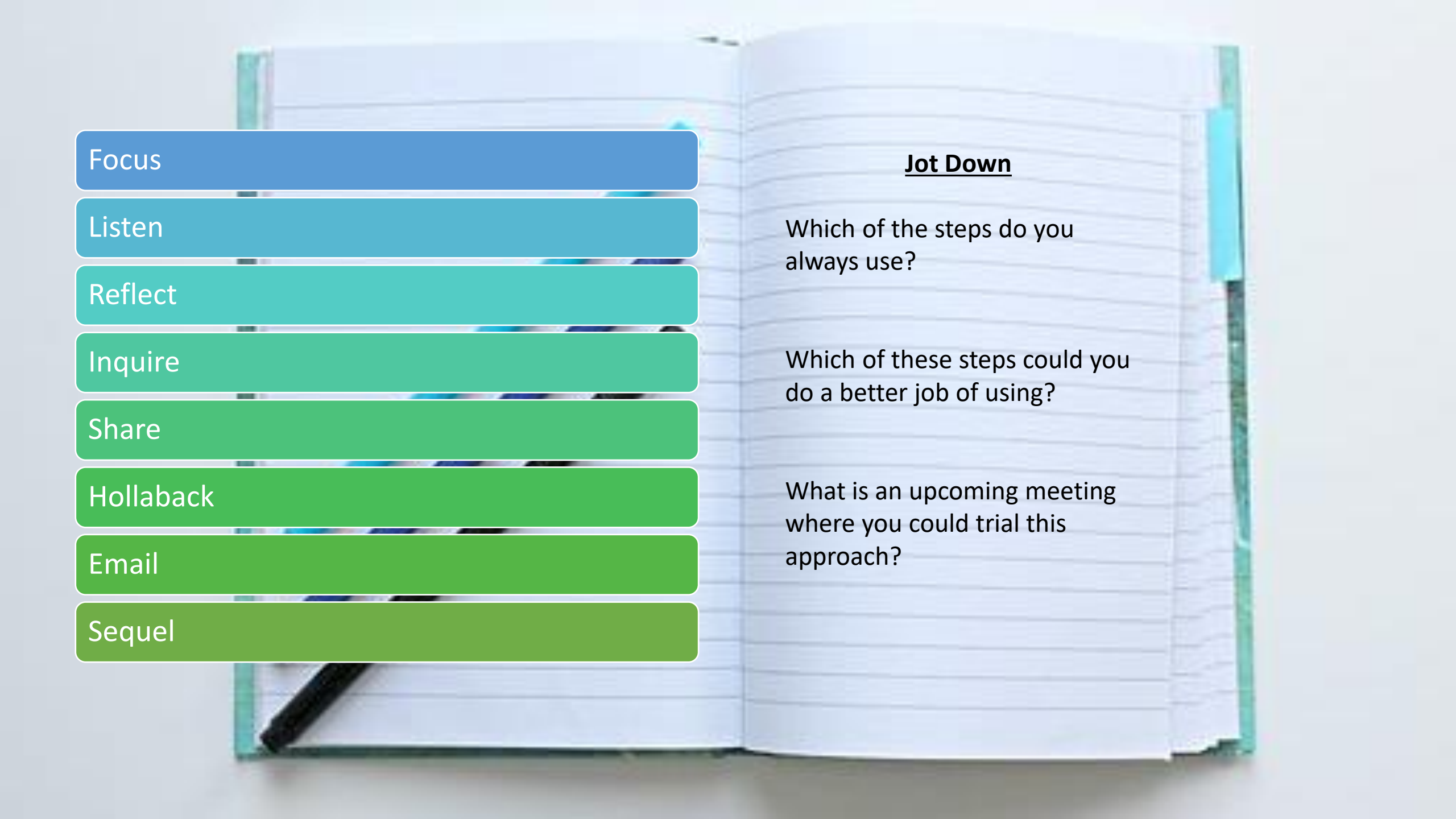




EZ's Approach to One-Off Mentoring Sessions - FLouRISHES

OU

- Focus
- Listen
- Reflect
- Inquire
- Share
- Hollaback
- Email
- Sequel


Focus
Listen
Reflect
Inquire
Share
Hollaback
Email
Sequel
Jot Down
Which of the steps do you always use?
Which of these steps could you do a better job of using?
What is an upcoming meeting where you could trial this approach?

Mentoring Myth #3:
Mentors alone determine the success of the relationship

Jay Homme, MD

Mayo Clinic College of Medicine

MAYO CLINIC

Instead Of…

- **“Hi Dr. Smith, I’m so glad that we could meet. What ideas do you have for me?”**



- **“Mentee is not a passive vessel”**
  - **Collaborator**
  - **Actively engages**
  - **Critically reflects on experiences**

(Zachary & Fischler, 2009)

Three "Vital Signs" of Successful Mentoring Relationship

Respect

Responsiveness

Accountability

** Know your goals/objectives
-communicate them clearly

(**Neal – Observer 2/2011**)

Characteristics of Effective Mentees

Open to Feedback

Active Listeners

Responsibility → "driving the relationship"

Preparation (for meetings)

Straus. Acad. Med 1/2013

Themes that Characterize Failed Mentoring Relationships

- **Poor communication**
- **Lack of commitment**
- **Personality differences**
- **Perceived (or real) competition**
- **Conflict of interest**
- ***Lack of experience***

Straus. Acad. Med 1/2013

Mentee Missteps

- Pressure to appear immediately successful
  - Overlook → still learning
  - Desire to please
  - Self doubt
- * Early recognition → correction prior to developing maladaptive patterns



Vaughn JAMA. 2017

Overcommitter



Vaughn JAMA. 2017

The Ghost



Vaughn JAMA. 2017

The Door Mat



Vaughn JAMA. 2017

The Vampire



Vaughn JAMA. 2017

The Lone Wolf



Vaughn JAMA. 2017

The Backstabber



Vaughn JAMA. 2017

Misstep Phenotypes

Conflict Averse

- The Overcomitter
- The Ghost
- The Doormat







Confidence Lacking

- The Vampire
- The Lone Wolf
- The Backstabber







Vaughn JAMA. 2017

To Avoid Missteps

1. Delineate personal & career goals
2. Embrace learner roll, not perfection
3. Address mistakes directly/candidly
4. Accept constructive criticism

Vaughn JAMA. 2017

Mentoring Myth #4:
Mentoring requires someone further in their career than you

Shawnice Kraeber, MD

Kaiser Permanente Oakland Medical Center

KAISER PERMANENTE®

You as a mentee: How you described your mentors



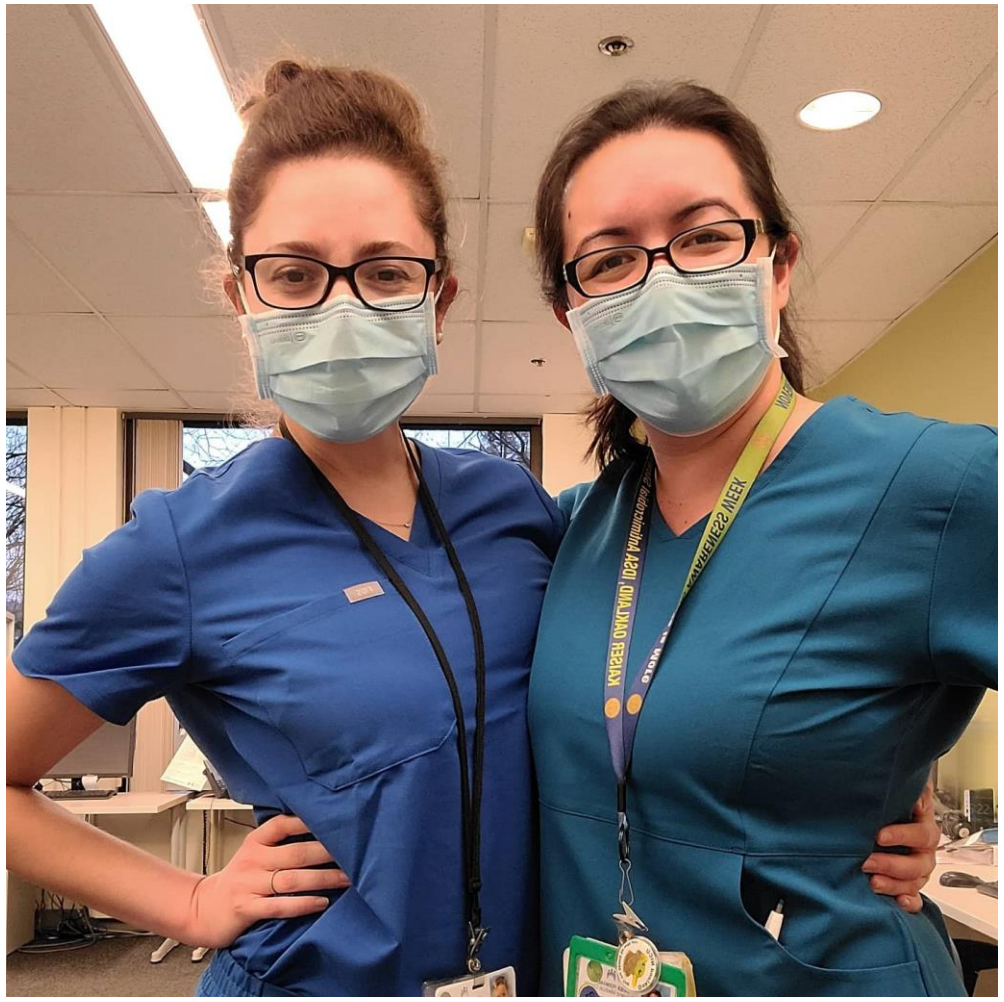
A Mentor can be anyone who knows you well!

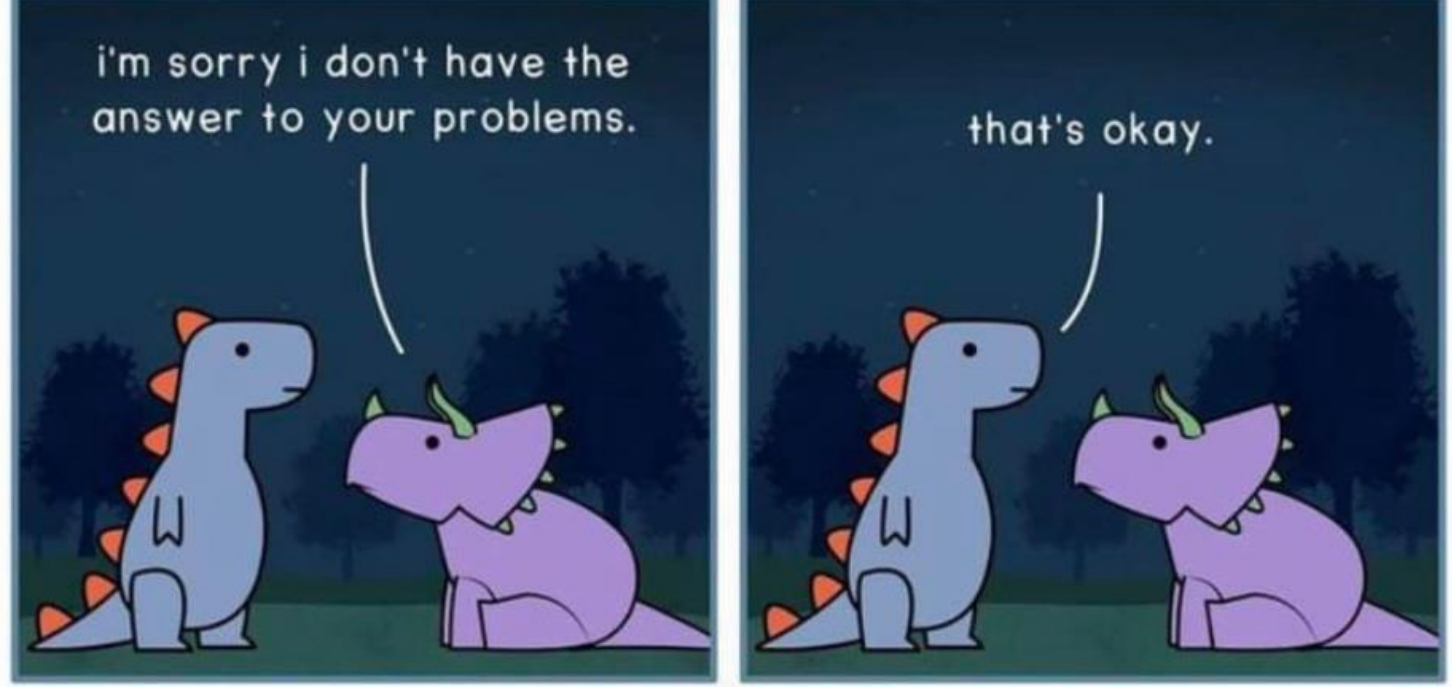
Apprenticeship - more experienced professional with teaching as focus

Cloning - based on modeling, often for planned succession

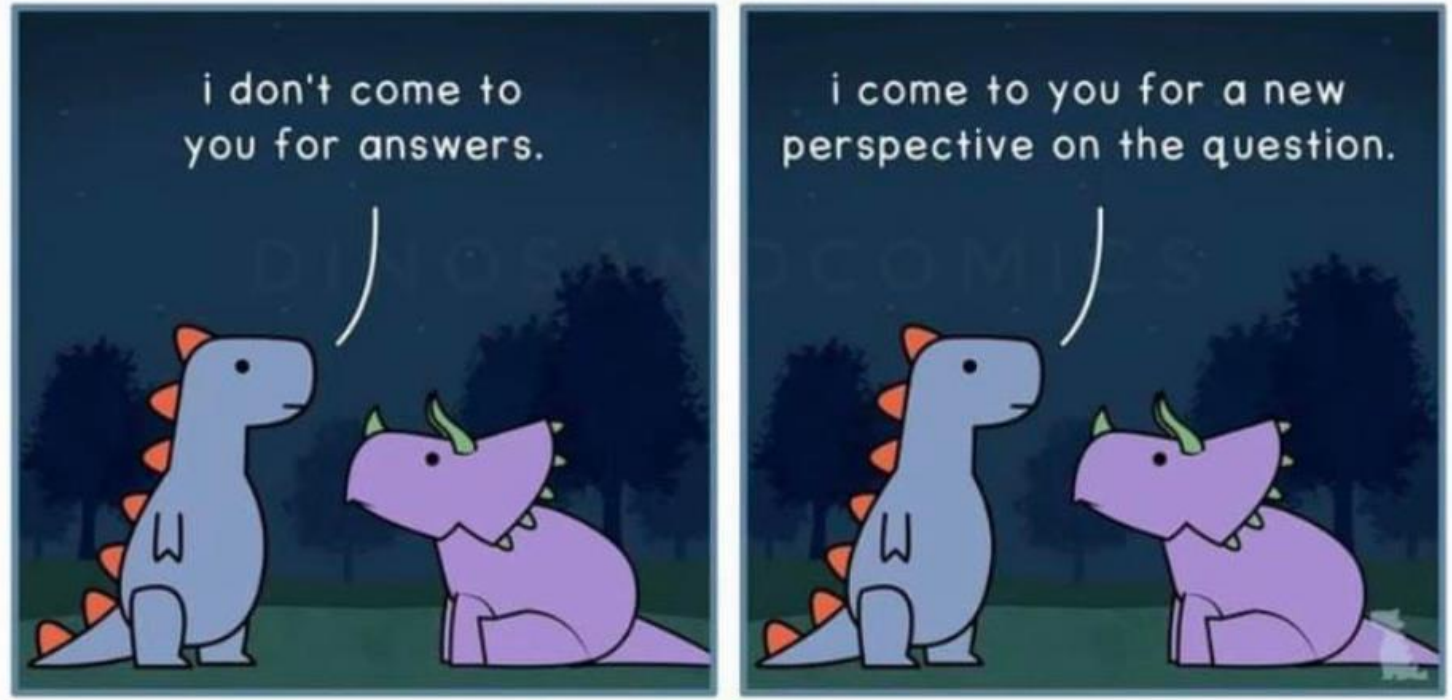
Nurturing - mentor creates safe and open environment to discuss personal issues, learn and try things for themselves; mentors are resource and facilitator

Friendship - when mentor and mentee are similar professional level; idea sharing, personal support, bonding of similar experiences





© 2021 DINOS AND COMICS



You as a mentee!

INCREASED CONFIDENCE IN YOUR SUCCESS

MOTIVATION TO PURSUE YOUR DESIRED FIELD OF INTEREST

NETWORKING

CAREER COACHING

RESEARCH GUIDANCE



Keep Going
Keep Growing

You as a mentor!



- Personal Satisfaction
- Professional Development
- Increased Commitment
- Self-Reflection
- New Perspectives

“Three outcomes for peer mentoring were identified- professional and personal development, stress reduction, and ease of transitioning. Incidentally, peer-mentoring was also found to have facilitated the development of personal and professional attitudes in the mentors.”

Akinla, et al. 2018 ”



Overall Objectives

- List characteristics of a successful mentor
- Define a mentoring "mosaic"
- Describe strategies for increasing mentorship success as a mentor
- Describe strategies for increasing mentorship success as a mentee

Chief Resident Peer Mentorship Network

Leah Heidenreich, MD

Mayo Clinic College of Medicine

MAYO CLINIC

APPD Peer Mentoring Networks

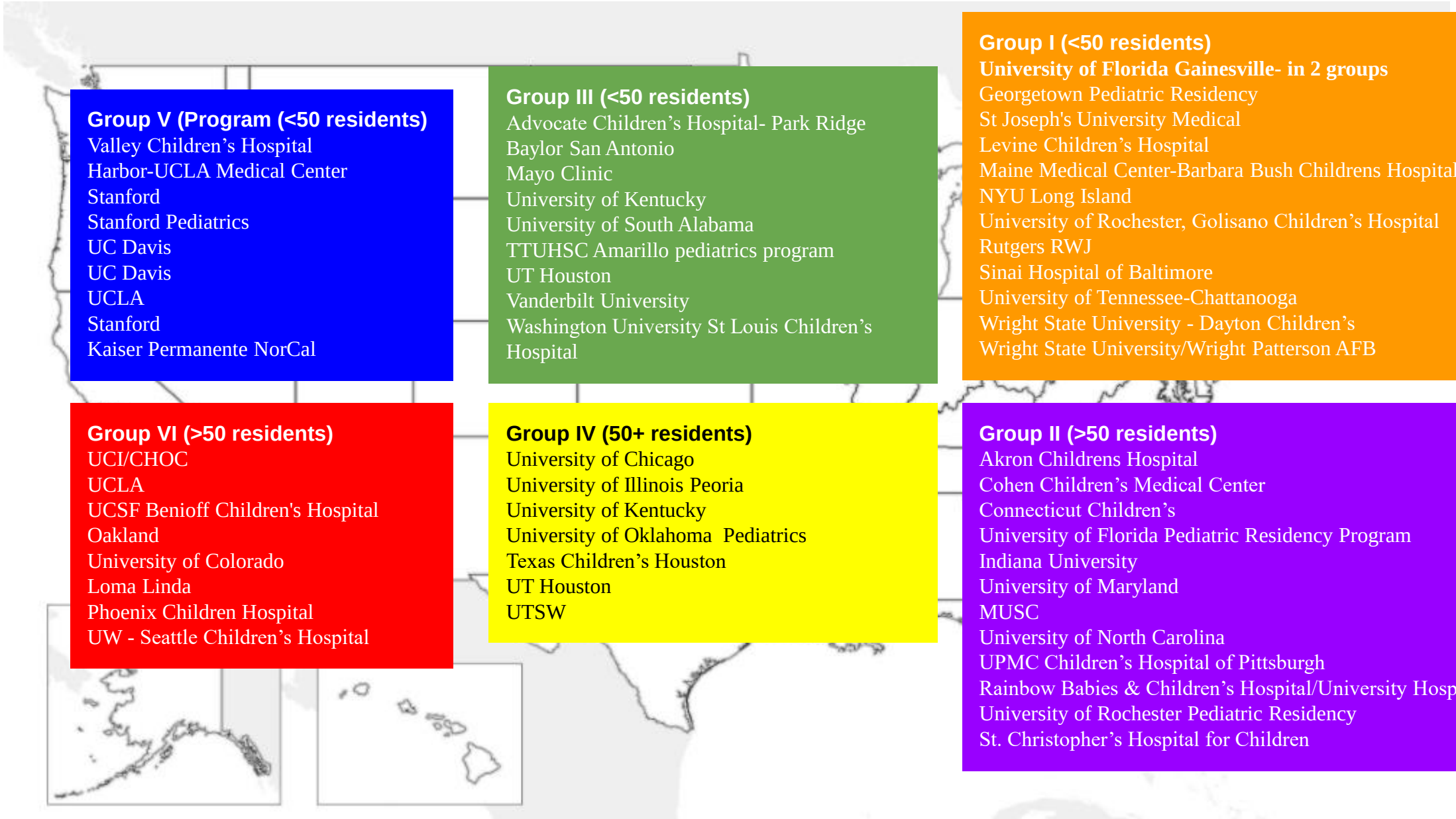
Based on region and subdivided by size of program (# residents)

Email addresses will be made available with option to provide phone number for use of What'sApp/GroupMe

Brainstorming for wellness initiatives among Chief Residents

Potential for in-person events in longer-term and once COVID-appropriate

APPD Chief Resident Peer Mentoring Networks



Group V (Program (<50 residents)
Valley Children's Hospital
Harbor-UCLA Medical Center
Stanford
Stanford Pediatrics
UC Davis
UC Davis
UCLA
Stanford
Kaiser Permanente NorCal

Group III (<50 residents)
Advocate Children's Hospital- Park Ridge
Baylor San Antonio
Mayo Clinic
University of Kentucky
University of South Alabama
TTUHSC Amarillo pediatrics program
UT Houston
Vanderbilt University
Washington University St Louis Children's Hospital

Group I (<50 residents)
University of Florida Gainesville- in 2 groups
Georgetown Pediatric Residency
St Joseph's University Medical
Levine Children's Hospital
Maine Medical Center-Barbara Bush Childrens Hospital
NYU Long Island
University of Rochester, Golisano Children's Hospital
Rutgers RWJ
Sinai Hospital of Baltimore
University of Tennessee-Chattanooga
Wright State University - Dayton Children's
Wright State University/Wright Patterson AFB

Group VI (>50 residents)
UCI/CHOC
UCLA
UCSF Benioff Children's Hospital Oakland
University of Colorado
Loma Linda
Phoenix Children Hospital
UW - Seattle Children's Hospital

Group IV (50+ residents)
University of Chicago
University of Illinois Peoria
University of Kentucky
University of Oklahoma Pediatrics
Texas Children's Houston
UT Houston
UTSW

Group II (>50 residents)
Akron Childrens Hospital
Cohen Children's Medical Center
Connecticut Children's
University of Florida Pediatric Residency Program
Indiana University
University of Maryland
MUSC
University of North Carolina
UPMC Children's Hospital of Pittsburgh
Rainbow Babies & Children's Hospital/University Hospitals
University of Rochester Pediatric Residency
St. Christopher's Hospital for Children

Thank You!!

Please take a moment to provide your feedback via this QR Code:

Scan below with your camera:

Look ahead to a mentorship group meeting!

We will also be sending out a survey intended to gather more information about UIM Chief Residents and what you would like to see from your mentorship group work. Check your inboxes shortly!

El Fin

