

Making the Most of Mentoring for Career Success

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Disclosures

- I have no relevant financial relationships to disclose or conflicts of interest to resolve
- This presentation will not involve discussion of unapproved or off-label, experimental or investigational use

Small Group Introductions

- Name, role, division
- How do you define the term, “mentor?”
- What is your greatest struggle or need in your role as a mentee?
- What are you MOST interested in learning today?

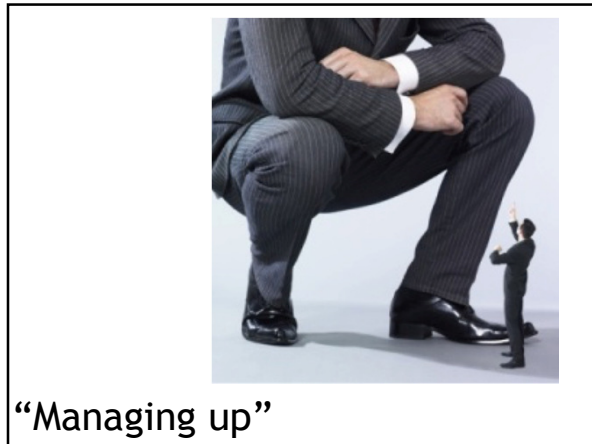
Objectives

- Define the concept of mentee-driven relationships
- Describe methods to make the most of your mentoring relationship
- Discuss the concept of a mentoring network and its benefits

Mentee driven



Please Mentor Me!



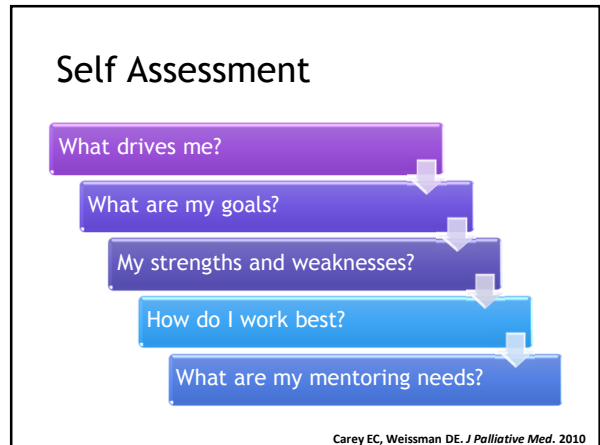
Managing Up = Taking Initiative

- Recruit a mentor
- Plan meetings
- Set the agenda!
- Ask questions
- Listen actively
- Complete assignments
- Provide updates
- Request feedback
- “Thank you”

Zerzan et al. Academic Medicine. 2009

Self-Assessment

The preparation



What Drives Me?

- What is my mission?
- What do I hope to achieve?
- How do I define success?

What Are My Professional Goals?

Short term (1-5 years)

- Promotion to Associate Professor

Intermediate (5-10 years)

- Obtain funding to investigate risk factors for and effective interventions to combat physician burnout

Long term (> 10 years)

- Serve on a national committee that generates policy and guidelines for fertility preservation in oncology patients

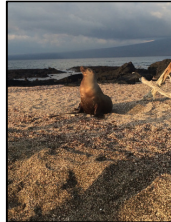
What Are My Personal Goals?

Family

Finances

Hobbies

Physical health



What are my strengths and challenges?

- Personality traits
- Networking
- Family obligations
- Technical skills
- Writing abilities
- Institutional resources



What is my work style?

What helps me work effectively?

What makes work challenging?

What qualities do I value in a mentor?

- Ability to see the big picture
 - Keep things in perspective
- Tough but encouraging
 - Realistic time lines
- Well connected → sponsorship
- Keeps in mind my personal well being



Self Assessment

What drives me?

What are my goals?

My strengths and weaknesses?

How do I work best?

What are my mentoring needs?

Carey EC, Weissman DE. J Palliative Med. 2010

Creating Your Mentoring Network

A Mentoring Relationship To Avoid



"I don't have time to write performance reviews, so I'll just criticize you in public from time to time."

Portfolio of Mentoring Options

- Mentoring formats
 - Traditional dyadic
 - Peer group
- Mentoring programs
 - Formal versus informal
 - Internal versus external
 - Your institution
 - Your discipline



Functional Mentoring Dyad

- Curriculum and programmatic development
- Educational research
- Career development



Peer Mentoring Group

- Select a small group of peers
 - Committed to group
 - Accountable to each other
 - Focused on the activity
- Set ground rules
 - Structure of meetings
 - Confidentiality
- Ensure meetings occur
- Celebrate success!



The Ideal Mentor

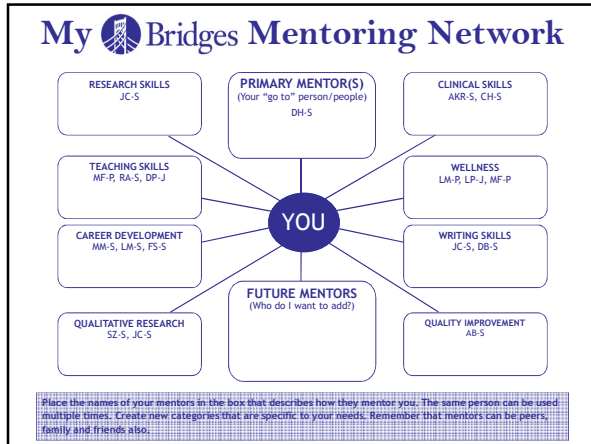
- Advisor
- Advocate
- Committed
- Available
- Coach
- Confidant
- Role model
- Provides opportunities
- Primary goal is YOUR success



Tobin MJ. Am J Respir Crit Care Med. 2004

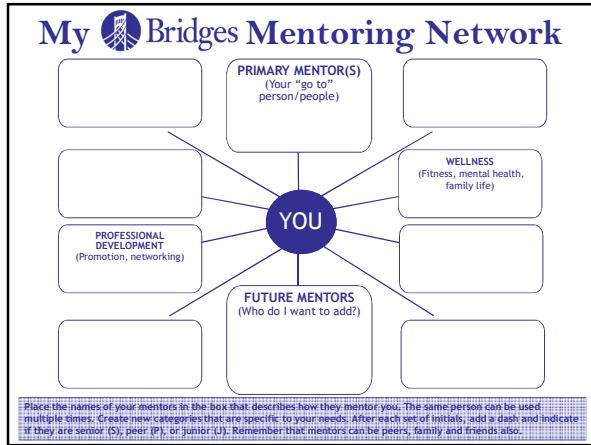
Can one person wear all of these hats?





Creating your mentoring network

- Inventory your mentors, mentees, and professional colleagues
 - Include current and potentially helpful mentors and colleagues
 - Within your institution
 - Outside your institution
 - Indicate their relationship to you as senior, peer, or junior
 - Link people to current projects



Will You Be My Mentor?

Importance of clarifying expectations and needs

Seek out mentorship

- Identify your mentorship needs
 - Utilize peer and functional mentoring
- Seek internal and external mentors
 - Women in Science and Medicine at Pitt
- Additional mentorship opportunities
 - AAP
 - PAS speed mentoring sessions
 - Pediatric specialty organizations

Clarify Expectations

- What are you looking for?
- Amount of time you request
- Frequency of meetings
- In person or by phone (local or distant)
- Outcomes you are seeking
- Be receptive to "no"
- Start slow

Local Opportunities

Within your own

- Division
- Department
- Institution
- Committees
 - Identify individuals outside of your usual working sphere

National Opportunities

Examples of Functional Mentoring

- APPD Task Forces
- COMSEP Task Forces
- APA Special Interest Groups
- APA Committees
- AAP Sections
- National Research Networks:
 - LEARN, CORNET, PRIS

Sustaining Relationship

- Value it
- Clear communication
- Set goals and agendas
- Be on time
- Keep commitments
- Follow through on assigned tasks
- Ask for feedback



Summary

- ❑ Mentoring is critical for academic success
- ❑ Mentees must be ACTIVE in their approach to mentoring relationships
- ❑ Understand and clarify your needs and expectations for mentoring
- ❑ Your mentoring network should be diverse

Evaluations

- Thank you for your honest and specific feedback!