

# Mentoring ABC's



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# Agenda



- What is the meaning of mentorship?
- What is the role of the mentor?
- How do you structure mentoring time?
- How do you measure success?
- What is the role of the mentee?

# Mentorship



- . . . a process where mentor and mentee work together to discover and develop the mentee's abilities.
- . . . a long term relationship with a responsibility to provide the support, knowledge and impetus that can facilitate professional success.
- . . . a personal process that combines role modeling, apprenticeship and nurturing.
- . . . process whereby an experienced, highly regarded, empathic person (the mentor) guides another individual (the mentee) in the development and examination of their own ideas, learning and personal and professional development.
- The mentor will act as a teacher, sponsor, guide, exemplar, counselor, moral support—but most important is to assist and facilitate the realization of the dream.

# Mentor vs. Other...



## ➤ **Manager**

- **Directs work**
- **Focus on performance**
- **Based on organizational needs**

## ➤ **Sponsor**

- **Champions**
- **Focus on career development**
- **Based on advancement goals**

## ➤ **Mentor**

- **Guide and support**
- **Focus on professional and personal development**
- **Based on mentee's expressed needs**

# Role Model



- **Marv Sleisenger**
  - **Chief of Medicine, San Francisco VA**
  - **Sleisenger and Fortran textbook of GI**
- **Attending for 3<sup>rd</sup> year medical school rotation**
- **Initial career goal: orthopedic surgery**
- **Intervention**
  - **Time**
  - **Interest**

# Mentor's Role



## ➤ Support

- **Listen (actively, empathically)**
- **Express positive expectations**
- **Advocate**
- **Share**

## ➤ Challenge

- **Set tasks**
- **Establish high standards**
- **Provide a mirror**

## ➤ Vision

- **Create vision for mentees successful career**

# Characteristics of an Effective Mentor

## The Three C's



### ➤ Competence

- Professional knowledge and experience
- Respect
- Interpersonal skills and judgment

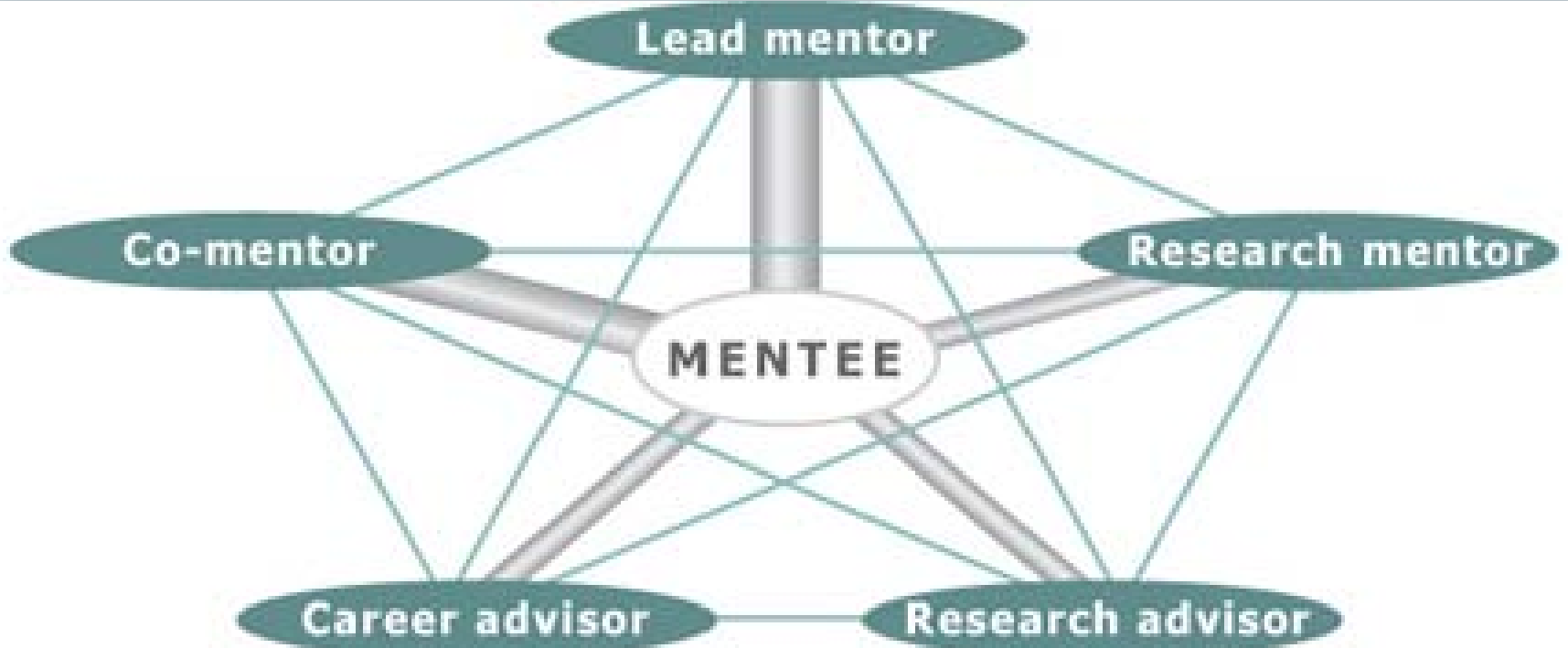
### ➤ Confidence

- Shares network of resources
- Allows protégé to develop
- Shares credit

### ➤ Commitment

- Time, energy, effort
- Shares personal experience

# The Mentor Team

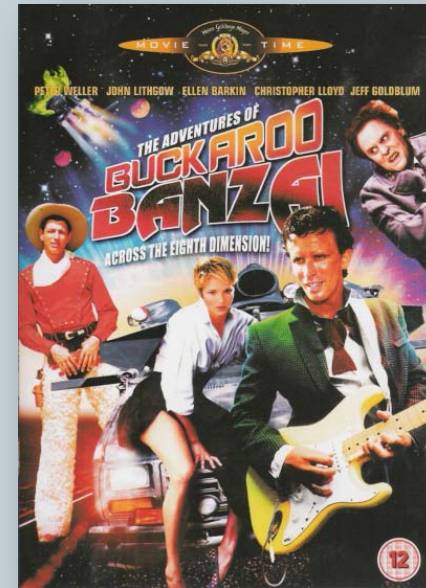




# Primary Mentor



- **Amnon Sonnenberg**
  - **Physicist, epidemiologist, gastroenterologist**
  - **Pioneer in GI “outcomes research”**
- **University of New Mexico**
  - **Commitment to mentorship**
  - **Taught research methods**
  - **Provided opportunity**
  - **Allowed for individual growth**



# Matching Mentor to Mentee



- **Senior faculty**
  - **Less focus on their own advancement**
- **Teams**
  - **Career, research, personal mentors**
- **Matching**
  - **Career interests**
  - **Gender**
  - **Race/ethnicity**
  - **Personal chemistry**

# Phases of Mentoring



- **Initiation**                      **6-12 months**
  - **Mentor provides support and guidance**
  - **Mentee has unrealized potential**
- **Cultivation**                      **2-5 years**
  - **Expectations vs. reality**
  - **Career function, psychosocial function**
- **Separation**                      **> 5 years**
  - **Structural and emotional separation**
  - **Independence of mentee**
- **Redefinition**
  - **Friendship, colleague, collaborator**

# First Meeting



## ➤ **Get to know each Other**

Share information about your professional and personal life  
Learn something new about your mentee/mentor

## ➤ **Establish Guidelines**

When and where will we meet?  
How will we schedule meetings?  
How will we communicate between meetings?  
What agenda format will we use?  
Will there be any fixed agenda items to be discussed at every meeting?  
How will we exchange feedback?  
How will we measure success?

## ➤ **Partnership Agreement**

Review partnership agreement, modify if desired, sign and exchange  
Review goals for the mentoring relationship

## ➤ **Confirm Next Steps**

Schedule date, time and place of future meetings

# Structuring Meeting Time



**“10/20/60 Rule”** that will help you to establish a solid partnership and address mentoring goals and everyday issues. For a meeting of about 1½ hours split the time roughly as follows:

➤ **First 10 Minutes**

Engage in personal/professional—“check-in”

➤ **Next 20 Minutes**

Focus on ‘front burner’ issues (upcoming presentation, manuscript revision, etc.)

➤ **Last 60 Minutes**

Discuss current and long-term goals and priorities

# Mentor Meeting Checklist



- Set aside adequate time for meetings
- Obtain and review mentee's CV and Individual Development Plan (IDP) prior to meeting
- Clarify what mentee expects from you—and what you expect from mentee
- Review mentee's short/long term goals
- Know the advancement and promotion policies for your mentee's series and rank
- Be aware of potential conflicts of interest if you are both a supervisor and mentor for the mentee

# Individual Mentoring Development Plan



Purpose: To optimize the mentor-mentee relationship

- **Defined goals/objectives**
  - **Career**
  - **Research**
  - **Education**
- **Timeline for goals**
  - **6 month, 1 year, 5 year**
- **Barriers and challenges**
  - **Time**
  - **Resources**
  - **Personal**

# Evaluating Your Mentee's Goals



- **Specificity**
  - Has the mentee identified short and long term goals?
  - Are the goals definite and precise?
- **Measurability**
  - Are your mentee's goals quantifiable?
  - What are the metrics for success?
- **Work Plan**
  - Is there an action plan to achieve goals?
  - What is the outcome of achieving goals?
- **Reality Check**
  - Are goals realistic?
  - Is there a completion date?
  - Can success be achieved within the time allocated?
  - Will additional resources or tools be needed?
- **Your Role**
  - Is your role to advise, suggest or listen?
  - How can you be most helpful?



# Cultivating the Relationship



<b>Build Trust</b>	<b>Destroy Trust</b>
Being a proactive listener	Not paying attention
Cooperation	Competition
Open sharing	Withholding
Actions parallel to words	Acting contrary to words
Accepting and non-judgmental	Criticizing and disapproving
Authentic	Hidden agenda
Admitting mistakes	Blaming others
Actively seeking differences	Closed minded
Encouraging success	Discouraging risk
Positive outlook	Pessimism
Respecting confidentiality	Breaking confidence

# Giving and Receiving Feedback



- **Effective feedback:**
  - **Is offered in a timely manner**
  - **Focuses on specific behaviors**
  - **Emphasizes actions, solutions or strategies**
  
- **Effective Feedback from Mentee:**
  - **Whether the advice or guidance was beneficial and solved an issue**
  - **Whether the communication style facilitates a positive experience**
  - **Whether the communication style creates challenges to a positive experience**
  
- **Effective Feedback to Mentee:**
  - **Mentee strengths and assets**
  - **Areas for growth, development and enhancement**
  - **Harmful behaviors or attitudes**
  - **Observations on how your mentee may be perceived by others**

# Mentor Do and Don'ts



<b>Do</b>	<b>Do Not</b>
Listen actively	Fix the problem
Support and facilitate	Take credit
Teach by example	Take over
Be aware of role conflict	Threaten, coerce or use influence
Encourage to move beyond comfort zone	Lose critical oversight
Promote independence	Condemn
Promote balance	
Rejoice in success and convey joy	

# Being a Proactive Mentee



- The most successful mentoring partnerships are those in which the mentee takes the initiative and truly drives the partnership.
- In a mentee-driven partnership, the mentee determines the pace, route and destination.
- The mentor is then able to offer insights and counsel that is focused on the mentee's objectives.

# Separation and Redefinition



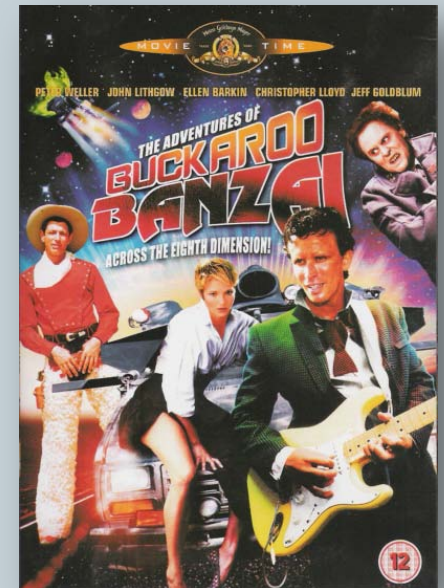
- Important to discuss and plan formal mentorship process
- Transition
  - **From formal to informal mentorship**
  - **To peer relationship**
- Checklist
  - **Discuss how to use remaining time**
  - **Ensure no goals are overlooked**
  - **Formal acknowledgement or celebration**

# Separation



## ➤ Amnon Sonnenberg

- Advised me to go to University of Michigan
- “Marginal benefit of staying outweighed by marginal benefit of leaving”
- Continued collaboration
  - ✦ Colleague
  - ✦ Advisor
  - ✦ Friend



# Separation



- **Joel Rubenstein**
  - **Biomarkers of prognosis and therapy for BE**
  - **University of Michigan**
  
- **Scott Biggins**
  - **Allocation models for liver retransplantation**
  - **UCSF**
  - **University of Colorado**
  
- **Ma Somsouk**
  - **HIV as a model of dysregulation of immune surveillance for CRC**
  - **UCSF**

# The “One-Minute Mentor”



- **Assess the Mentee**
  - Check In
  - Assess for any urgent issues
  - Use active listening skills
- **Set an Agenda**
  - Review pending items
  - Assess time available
  - Prioritize
- **Assist with ongoing projects**
  - Ask clarifying questions
  - Set clear and measurable goals
  - Give advice and suggest resources
  - Agree on timeline for deliverables
- **Provide career guidance**
  - Review Individual Development Plan and CV
  - Inquire about professional / personal balance
- **Wrap up**
  - Clarify expectations of mentor and mentee
  - Schedule future meeting



# How to be a good mentee



# Being a Proactive Mentee



## ➤ **Consider the following questions:**

- **Are my objectives clear and well defined?**
- **Am I comfortable asking for what I want?**
- **Am I open to hearing new ideas and perspectives?**
- **Do I allow myself to be open and vulnerable?**
- **Am I receptive to constructive feedback?**
- **Am I able to show I value and appreciate feedback?**
- **Am I willing to change or modify my behaviors?**
- **Do I consistently follow through on commitments?**
- **Do I make an effort to instill trust?**
- **Do I openly show appreciation and gratitude?**

# Mentee Strategy



- **Specificity**
  - **Specific objectives**
- **Measure**
  - **Quantifiable metrics**
- **Work Plan**
  - **Develop a plan**
  - **Consider all outcomes of achieving objectives**
- **Reality check**
  - **Realistic objectives, timeline, resources**
- **Mentor's role**
  - **How can your mentor be of greatest assistance?**

# Mentee Rules



<b>Do</b>	<b>Do Not</b>
Take initiative	Be passive
Take opportunities to teach mentor	Be late or disorganized
Be respectful of time	Limit to comfort zone
Provide agenda prior to meeting	Remain in relationship beyond usefulness
Clarify goals and expectations	
Practice self reflection	
Support your peers	
Keep your CV and IDP up to date	

# Mentoring Meeting Journal



- Use this page to record the discussion points in each of your mentoring meetings. Date:
- Check In (e.g. urgent issues, work-life balance, personal issues):
- Goal Discussion:
- Action Items: