

# Making the Most of Mentoring for Career Success

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August 18, 2016

## 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?

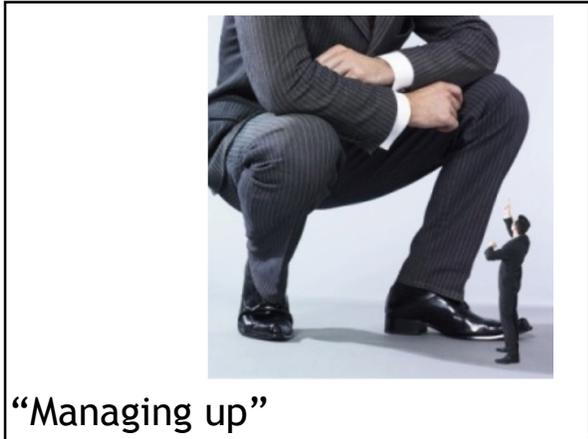
## Objectives

- 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

### Self Assessment

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

### 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

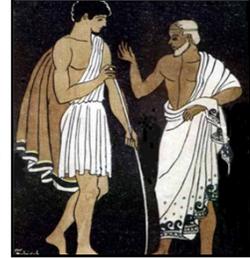
### A Mentoring Relationship To Avoid



"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

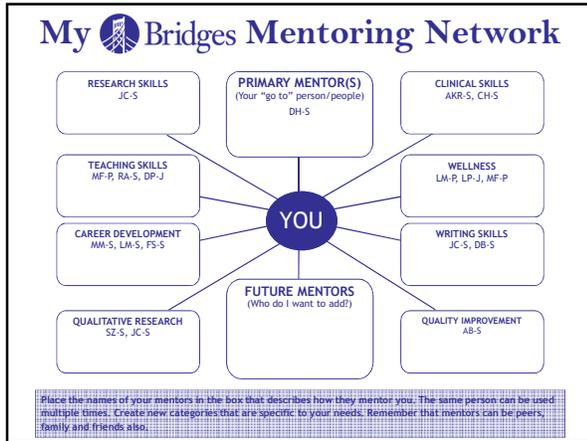
- Advisor
- Advocate
- Committed
- Available
- Coach
- Confidant
- Role model
- Provides opportunities
- Primary goal is YOUR success



Tobin MJ. Am J Respir Crit Care Med. 2004

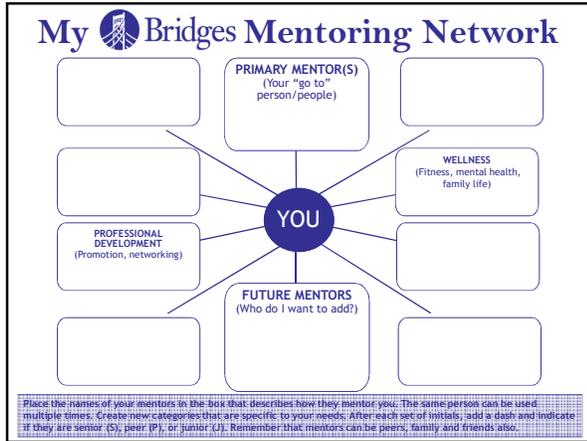
### Can one person wear all of these hats?





### 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!