

# Mentoring in Medicine

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# Proposed Goal

- ▶ Within 2 years, each woman faculty member at CAMC/WVU will be able to identify at least one career mentor
- ▶ Is this a SMART goal?

Let's talk more  
about  
mentoring...

# Objectives

- ▶ At the end of this session, participants will be able to:
  - ▶ Describe characteristics of good mentors and good mentees
  - ▶ Describe characteristics of productive mentoring relationships
  - ▶ Discuss strategies for addressing common challenges in mentoring relationships

# Mentoring

- ▶ A process by which an experienced, highly regarded, empathic person (the mentor) guides another individual (the mentee) in the development and re-examination of their own ideas, learning and personal and professional development.

- ▶ Royal College of Paediatrics and Child Health (UK)

# Characteristics of Good Mentors

- ▶ Approachability
- ▶ Considers your goals
- ▶ Experiences in common
- ▶ Someone who is where you want to go
- ▶ Knowledgeable about options/opportunities
- ▶ Ability to give candid feedback
- ▶ Trustworthy – mutual trust
- ▶ Honesty
- ▶ Honest and specific feedback
- ▶ Wants an expert
- ▶ Availability
- ▶ Personality/passion
- ▶ Shared values

# Characteristics of Good Mentors

- ▶ Inspirational
- ▶ Empathetic
- ▶ Honest/credible
- ▶ Available/approachable
- ▶ Role model
- ▶ Resourceful
- ▶ Listener/communication
- ▶ Modesty/humble
- ▶ Flexible

Ludwig S, Stein R. Anatomy of mentoring. J Pediatr, 152(2):151-2, 2008.

# 5 “C”s of Mentoring

<b>Mentor Role</b>	<b>What a Good Mentor Does</b>
<b>Career Development</b>	<ul style="list-style-type: none"><li>• Introduce the mentee to others—networking</li><li>• Clarify goals</li><li>• Identifies and suggests opportunities</li><li>• Encourages development of a focus</li><li>• Facilitate decision making</li></ul>
<b>Champion</b>	<ul style="list-style-type: none"><li>• Nominate for awards or organizational offices</li><li>• Shares credit</li><li>• Celebrate successes</li></ul>
<b>Coach</b>	<ul style="list-style-type: none"><li>• Encourage and support</li><li>• Motivate</li><li>• Role model</li><li>• Promote independence</li></ul>
<b>Confidant</b>	<ul style="list-style-type: none"><li>• Listen</li><li>• Maintain confidential discussions</li></ul>
<b>Counselor</b>	<ul style="list-style-type: none"><li>• Advise</li><li>• Encourage work-life balance</li></ul>



# Characteristics of Good Mentees

- ▶ Openness to new ideas
- ▶ Honesty about what they are dealing with
- ▶ Open to feedback
- ▶ Willing to practice
- ▶ Need to show up
- ▶ Engaged
- ▶ Be prepared
- ▶ Willing to be accountable
- ▶ Followup

# Characteristics of Good Mentees

- ▶ Motivated
- ▶ Self-reflective
- ▶ Honest
- ▶ Organized/persistent
- ▶ Active
- ▶ Creative
- ▶ Receptive
- ▶ Humble
- ▶ Resilient

Ludwig S, Stein R. Anatomy of mentoring. J Pediatr, 152(2):151-2, 2008.

# “Manage Up” to Create Successful Mentoring Relationships

## Getting ready

- Clarify your values
- Identify your work style and habits
- Identify knowledge and skill gaps
  - Personal
  - Professional development
  - Skill development
  - Academic guidance
  - Research
- List specific opportunities sought — e.g. grant writing, presentation
- Write down goals: 3 months, 1 year, 5 year

## Finding a mentor . . . or two

- Meet with people you know
- Get recommendations
- Ask people you meet with who else they recommend
- Be persistent
- Find multiple mentors, both junior and senior people

## Things to look for in a mentor

- Is available and accessible
- Provides opportunities and encourages mentee to take risks
- Helps mentee develop own agenda
- Has prior mentoring experience

## The first meeting

- Tell your mentor how he or she has already helped you
- Share your background, values, and needs
- Send a thank-you note after the meeting

## Cultivating the mentor-mentee relationship

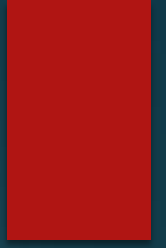
- Agree on structure and objectives of relationship
- Plan and set the meeting agendas
- Ask questions
- Actively listen
- Follow through on assigned tasks
- Ask for feedback
- Manage up
  - Set goals and expectations
  - Be responsive and flexible
  - Direct the flow of information
  - Follow a regular meeting schedule with agenda

## Separation

- Talk about when the relationship should end
- Talk with your mentor about next steps
- Talk about future mentors

Zerzan JT, Hess R, Schur E, Phillips RS, Rigotti N. Making the most of mentors: A guide for mentees. *Acad Med.* 2009; 84(1): 140-44.

# Characteristics of Productive Mentoring Relationships



# Characteristics of Productive Mentoring Relationships

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Relationship

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Reciprocity

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Mutual respect

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Clear expectations for the relationship

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Invest time in the relationship

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Safe space for discussion

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Trust

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# A Couple Case Discussions

# Case 1

- ▶ Sana is an assistant professor in the Critical Care Medicine division who has been mentoring Naomi, a PCCM fellow, on her scholarly project. Naomi cancelled the last two meetings with Sana because she “had no updates to report.” She has also sensed that Sana has been really busy lately, as she just had a new baby and has taken on some additional leadership responsibilities in the department.
- ▶ Sana is disappointed that Naomi cancelled the meetings on short notice as she was hoping Naomi would be making better progress on her project. Sana is due to go up for promotion in the next year and was anticipating that Naomi’s work will be presented and published, which will also help her promotion go through.

# Case 2

- ▶ Rutvi has been one of Eileen's mentors for the past 4 years. Eileen is an eager, hard-working assistant professor with two children. Rutvi has felt that Eileen has been a very active member in the department and teaches students and residents in different venues, and has been willing to serve on several important committees. Rutvi is worried about Eileen's promotion as she has not had any publications yet. Rutvi recalls that when she was a junior faculty that she often spent time in the evening or on weekends doing her academic work, but recognizes that "times have changed."
- ▶ Eileen's younger child was recently diagnosed with developmental delay and she wishes that she could talk with Rutvi about the stress she is under. But she has never really asked about her personal life – she'd like to give her some feedback on this, but "respects her too much to be critical."



# Elements of Effective Mentoring

- ▶ Maintain effective communication
- ▶ Establish and align expectations
- ▶ Assess mentees' understanding of topic areas
- ▶ Address diversity within mentoring relationships
- ▶ Foster mentees' independence
- ▶ Promote mentees' professional career development

Pfund C, House SC, Asquith P, et al. Training mentors of clinical and translational research scholars: a randomized controlled trial. *Acad Med.* 2014;89(5):774-782.

# References

- ▶ Aylor M, Cruz M, Narayan A, et al. Optimizing your mentoring relationship: a toolkit for mentors and mentees. *MedEdPORTAL Publications*. 2016;12:10459.
- ▶ Ludwig S, Stein R. Anatomy of mentoring. *J Pediatr*. 2008;152(2):151-2.
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- ▶ Straus SE, Eileenson MO, Marquez C, Feldman MD. Characteristics of successful and failed mentoring relationships: a qualitative study across two academic health centers. *Acad Med*. 2013; 88(1):82-9.
- ▶ Zerzan JT, Hess R, Schur E, Phillips RS, Rigotti N. Making the most of mentors: A guide for mentees. *Acad Med*. 2009; 84(1): 140-44.

So how do we  
do this...

# Opportunities and Challenges

## ▶ Opportunities

- ▶ Leadership of WIM
- ▶ Support of Chairs
- ▶ Influx of new, passionate faculty

## ▶ Challenges

- ▶ Time
- ▶ Few senior women
- ▶ Growing mid-career group, but limited experience with mentoring
- ▶ Smaller departments

# What could this look like?



GROUP MENTORING (1-2  
MENTORS: 4-6 MENTEES)



MENTOR COMMITTEE (2-  
3 MENTORS: 1 MENTEE)



DYADIC MENTORING

# Resources Needed



## Mentoring Toolkit

Key articles  
Mentee Needs  
Assessment



## Training for mentors



## “Curriculum”



## Mentoring guidelines/process/policy

## THE MISSION

Promoting #HeForShe and #SheForShe

Goals	Completions			
Mentoring a woman				
Amplify woman in a meeting/email/Tweet				
Sponsor a woman				
On a publication				
For a presentation				
For a position or award				
Invite a woman				
To give Grand Rounds or presentation				
To be a panelist /coauthor				

Created by: Drs. Joshua Hartzell (@joshuadhartzell) and Jessica Servey (@jessicasmom) The authors have no relevant financial relationships to disclose.

# Mentoring +