

Mentoring: Giving and Receiving

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Disclosure

- No financial relationships

Objectives:

At the end of the session the participants will be able to:

1. Identify key factors in mentoring relationships
2. Develop the content for the first and subsequent mentor/mentee meetings
3. Structure goals and plans for short and long term success
4. Determine when and how to change the mentoring relationship

The Importance of Mentoring

"We have spent countless hours... planning my career, talking about family, how to live meaningfully and finding happiness and balance in the workplace and home."

Mentoring is a relationship

" A dynamic, reciprocal relationship
in a work environment
between an
advanced career incumbent
and a beginner
aimed at promoting
the development of both."

Healy, Educ Res. 1990; 19:17-21.

Quiz

- People with mentors make more money than those without mentors. T/F
- People with mentors derive greater job and career satisfaction than those without mentors. T/F
- People with mentors are promoted more than those without mentors. T/F
- People with mentors have greater job mobility than those without mentors. T/F
- People with mentors have better work-family balance than those without mentors. T/F

Ensher and Murphy (2005). Power mentoring.

What are the characteristics of an Effective Mentor?

Excellent mentors....

- Are accessible
- Set high performance expectations
- Provide challenging ideas
- Help build self-confidence
- Encourage professional behavior
- Offer friendship
- Confront negative behaviors and ideas
- Listen to personal problems
- Teach by example
- Provide insight into organizational history

Characteristics of Effective Mentor

- 3 C's

- Competence
 - Professional knowledge and experience
 - Respect
 - Interpersonal skills and good judgment
- Confidence
 - Shares network of contacts and resources
 - Allows protégé to develop his/her own skills
 - Demonstrates initiative
 - Shares credit
- Commitment

Characteristics- 3 C's

- Commitment
 - Invests time, energy, and effort to mentoring
 - Shares personal experience

A Good Mentee Should Display:

- Honesty
- Openness
- Reflection
- Commitment
 - Mentor/Mentee Agreement
 - Mentee Worksheet

How to find a mentor?

Ask yourself:

- What are the knowledge, skills and expertise that I need to be able to do this project?
- What strengths do I bring to the project?
- What are my areas of need?
- What specific help do I need to be able to complete this project?
- What scholarly products do I hope to generate from the project?

Thorndyke, Gusic, Milner (2009) Find a Functional Mentor. Academic Physician and Scientist.

What are the key ingredients for successful mentoring relationships?

- Mutual respect and trust
- Mutual commitment
- Shared goals
- High standards
- Realistic expectations
- Regularity of interaction
- Effective communication
- "Chemistry"

Mentoring Puzzle

Research

Career

Personal

P&T

Clinical Teaching

Institutional History/Norms

Mentoring: Both process and relationship

- Communication
- Professional socialization
- Advice & guidance
- Skill development
- Motivation; Inspiration
- Counseling
 - Career
 - Work/life balance
 - Goal setting

Work life balance:

The Clock and the Compass

How many people on their deathbed wish they

,

d spent more time at the office?

- Two powerful tools direct us:
 - The clock represents our commitments, appointments, schedules, goals, and activities.
 - The compass reflects our vision, values, principles, mission, conscience, direction, and what we feel is important- how we lead our lives.

Discussion of Time Management Matrix

Create a personal mission statement:

- List three or four things you would consider “first things” in your life.
- Consider any long-range goals you may have set.
- Think about the most important relationships in your life.
- Think about any contributions you’d like to make.
- Reaffirm feelings you want to have in your life – peace, confidence, happiness, contribution, and meaning.
- Think about how you might spend this week if you knew you had only six months to live.

Mission Statement

- Schedule a personal retreat to write your mission statement.
- Set a daily goal to visualize yourself living your mission statement.
- Review your mission statement each week before you begin to organize.
- Set long-term and “context” goals
 - Use a what, why, and how format to effectively capture these goals.

At the beginning of the day, think about your personal integrity account. Jot down deposits and withdrawals as you interact with conscience during the day.

Mission Statement

Limit Self-interruptions

- Are you an e-mail “addict”?
 - . How much time do you spend organizing your work vs. looking for things?
 - . Does your calendar system support or confuse you?
 - . How do you signal “Do Not Disturb”?

Learn to Say “No” Graciously without Guilt

- Remember that all requests are not created equally
- Ask: Do I need to get involved here?”
- Respond in a timely manner
 - Say what you can do
 - Say what you can't do
 - As appropriate, refer to other resources
 - Recognize if you typically respond with guilt
- Give yourself permission to say “no”

- Saying “no” does not equal rejection of a person
- Affirm your dedication to your values, mission, goals, and objectives

Case Discussion

- Working small groups of 2-3 discuss the cases

Successful Mentoring Relationships have:

- Generosity
- Active Listening
- Objectivity
- Constructive Feedback
- Commitment
- Defined context/goals

Mentee's Responsibility

Mentee is in the driver's seat.

Summary

- Mentoring is important in academic careers for both mentors and mentees
- Mentoring can take many forms
- A variety of skill sets are used by successful mentors

Closing Thoughts

- There are two ways of exerting one's strength; one is pushing down, and the other is pulling up.

Booker T. Washington