Keys to Successful Mentoring

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Keys to Successful Mentoring

Objectives
• Define personal mentoring needs
• Construct a range of supportive professional relationships
Key # 1
Successful mentoring requires self-awareness, reflection and dialogue
For Discussion

What is a mentor?

• Think about *one* person who has been your mentor.
• Provide 1-2 example(s) of how you have benefitted from the mentor relationship
Deconstructing mentoring needs

Mentors can provide:

- Knowledge & expertise
- Guidance & support
- Advice
- Counseling
- Coaching
- Other psychosocial functions
What kinds of help do mentors provide?

<table>
<thead>
<tr>
<th>Career</th>
<th>Psychosocial</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Advocacy</td>
<td>• Role modeling</td>
</tr>
<tr>
<td>• Coaching</td>
<td>• Counseling</td>
</tr>
<tr>
<td>• Exposure and Visibility</td>
<td>• Acceptance and Confirmation</td>
</tr>
<tr>
<td>• Protection</td>
<td>• Friendship</td>
</tr>
<tr>
<td>• Challenging Assignments</td>
<td></td>
</tr>
</tbody>
</table>
### Mentoring domains - career

<table>
<thead>
<tr>
<th>Content/Nuts &amp; Bolts</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>• How do I...</td>
<td>• Strategies to advance career</td>
</tr>
<tr>
<td>• Research questions</td>
<td>• Career choices</td>
</tr>
<tr>
<td>• Manuscript writing</td>
<td>• Promotion</td>
</tr>
<tr>
<td>• Clinical guidance</td>
<td>• Balancing responsibilities</td>
</tr>
<tr>
<td>• Teaching</td>
<td></td>
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</tbody>
</table>
What kinds of help do **you** need from mentoring?

Successful mentoring requires **self-awareness**, **reflection** and **dialogue**
What do you see ...as you visualize YOUR future?
“The future belongs to those who believe in the beauty of their dreams.”
Eleanor Roosevelt
Moving from Goals to Reality:

**What, Why & How?**

**What** do you need to learn?

**What** are the links to past and future learning?

**Why** do you need to learn it?
Moving from Goals to Reality:
What, Why & How?

*How are you going to learn...?*
Key #2
Cultivating a range of relationships
## Developmental Relationships

<table>
<thead>
<tr>
<th>Purpose</th>
<th>SPONSOR</th>
<th>COACH</th>
<th>MENTOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advocate for protégé’s promotion</td>
<td>Improvement on task or professional goal(s)</td>
<td>Personal &amp; professional development</td>
<td></td>
</tr>
<tr>
<td>Focus</td>
<td>Increasing protégé’s visibility &amp; opportunities</td>
<td>Immediate challenges and opportunities</td>
<td>Both immediate and long-term issues</td>
</tr>
<tr>
<td>Role</td>
<td>Internal leader</td>
<td>Internal or external</td>
<td>Leader at any level; usually not direct report</td>
</tr>
<tr>
<td>Methods</td>
<td>Expand protégé’s perceptions of capabilities; mobilize network on her behalf</td>
<td>Professional development, facilitate transitions, remediate derailing behavior</td>
<td>Holistic discussions that support career development and personal growth</td>
</tr>
<tr>
<td>Results</td>
<td>Promotion</td>
<td>Generate actionable learning; performance</td>
<td>Objective and subjective career success</td>
</tr>
<tr>
<td>Duration</td>
<td>6 months – 1 year</td>
<td>Flexible</td>
<td>Longer-term</td>
</tr>
</tbody>
</table>
A New **Mindset** on Mentoring

“The traditional mentoring arrangement doesn’t work anymore. A single senior colleague can’t keep up with all the changes in the fast-moving world of work... **People should create and cultivate developmental networks**- small groups of people who provide regular advice and support.”

(Kram and Higgins, 2008)
Developmental Networks

Mentor(s)
Leader(s)
Direct Report(s)
Peer(s)
Professional Associates
Personal Support System

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During the past year, **who** are the people who have taken an active interest and concerted action to help you to advance your career by providing **professional** and/or **personal** guidance?

What **gaps** do you see?
Network Characteristics, Opportunities & Gaps

Size
• How many developers?

Diversity
• Is there variety in your network?

Density
• How interconnected is your network?

Tie Strength
• How close are your connections?
Non-traditional Mentoring Developmental Networks

- Mentor constellations
- Peer groups
- Professional organizations
- Informal mentoring
- Project/time limited mentoring
What kinds of help do you need from mentoring?

*It depends...*

- What are your goals?
- What other kinds of professional and personal relationships are available to you to promote personal and professional growth?
Keys to Successful Mentoring

Successful mentoring relationship keys:

*Self-awareness, reflection and ability* to participate in *constructive* dialogue

*Cultivation of a range of supportive* professional relationships
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