



## HOW TO BE A WONDERFUL MENTOR AND SPONSOR

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- NO DISCLOSURES

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## HISTORY



- The mentoring relationship has existed since ancient Greek civilization, when Odysseus entrusted Mentor with the welfare of his son, Telemachus, while fighting in the Trojan War.
- The first documented physician mentorship was the pairing of Sir William Osler, who mentored Harvey Cushing
- In modern times, the concept of formal mentoring was reintroduced by Levinson and Darrow in their 1978 landmark book, *The Seasons of a Man's Life*
  - explored how a man's life changed from youth to old age based on the presence of mentoring relationships

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## MENTOR

- What is a mentor? Here's the dictionary definition:
- The Merriam-Webster [Online Dictionary](#) defines a mentor as "a trusted counselor or guide."

- Noun: *an experienced and trusted adviser.*

- Synonyms: *adviser, guide, guru, counselor, consultant, trainer, teacher, tutor, instructor*

- Verb: *Advise or train (someone, especially a younger, less experienced colleague).*



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## DEFINITION

- Katherine Lewis, expands on that and defines a mentor as "someone who is helping you with your career, specific work projects or general life advice out of the goodness of his or her heart".
- Therefore the definition of mentor also includes altruism and some sense of "paying it forward" since most mentors have themselves been mentored in the past

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## MENTOR

- A mentor is not merely an educator who teaches medical knowledge and clinical techniques.
- A mentor is a role model who exemplifies medical professionalism, who befriends, advises, and inspires mentees, and imparts values that one simply cannot learn through books or the internet

"A good mentor not only makes you a better doctor but a better human being." J AMER COL CARD 2014

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## MENTOR

- Another characteristic of a good mentor is the person who can, to use Aristotle's words, "ignite the talent."
  - Aristotle believed that every person had inside them talent that lay dormant. A great mentor is someone who can reach in and release that hidden talent.
- It also requires that the mentor be sincerely interested in someone else's growth. Mentors won't win many awards, but will have the satisfaction of having done an important job.

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## MENTOR

- In order to be a mentor, the person needs to be seen as experienced and successful at something.
- Mentoring is a gift and a privilege. To be asked by someone for mentoring means that you are perceived as a role model and "somebody" believes your wisdom can help he/she grow and be more successful.
- Mentoring someone has the potential to be one of the most rewarding and satisfying things you'll ever do in your career.
- *Do not forget: You are a Mentee, but hopefully you will become a mentor*

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## MENTORSHIP IN MEDICINE

- Aspiring clinicians and researchers have to master various essential skills—both practical ones, as well as soft skills, of which many cannot be taught in class.
  - Practical skills include responsibility and ethics, scientific investigation, as well as grant and funding navigation.
- There is need to navigate the health system and politics.
- Mentors provide guidance to mentees on matters relating to career planning and making career decisions for their future.
  - They can identify what mentees love to do, point out their strengths and weaknesses, give frank feedback and inspire them to move in a certain direction.
- Mentors can role-model and offer practice advice on organizational planning and management skills

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## MENTORSHIP

- Mentorship is necessary during fellowship
  - Well established mechanisms in most institutions
    - Requirements
    - SOC
- Mentorship and specialized training (e.g., advanced statistics, clinical research methods; basic methods) have been identified as particularly influential for career development

The American journal of medicine, 2011. 124: p. 779-87  
Acad Psychiatry, pubmed 2015

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## MENTORSHIP

- Mentorship is critical when starting off as a young faculty member
  - Mastering independence
  - More responsibility
- The transition to independent scientist, or to a faculty requires the largest career shift.
  - Lack of mentorship particularly in clinical and less traditional pathways
- A number of factors influence career survival at this juncture, and mentorship has been identified as particularly influential for career development

The American journal of medicine, 2011. 124: p. 779-87  
Acad Psychiatry, pubmed 2015

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## Does mentorship matter?

A meta-analysis conducted on 40 empirical studies found greater objective and subjective career outcomes for those mentored

- Objective : annual compensation, salary growth and self-promotion,
- Subjective outcomes refer to intangibles including career satisfaction and commitment, advancement expectations, as well as intention to stay in one's organization.

J Appl Psychol 2004;89:127-36

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## DOES MENTORSHIP MATTER?

Systematic review of mentorship in academic medicine

- Consensus among studies on the positive effects of being mentored:
  - Benefits included increased confidence, increased support and more resources allocated to research activities
  - Those trainees receiving mentorship tended to allocate more time to research, be more productive in their research (as assessed by number of publications and grants), were more likely to complete their theses, have significantly higher retention rates and academic success in leadership and professional activities and were more likely to be appointed professors

Journal of the Association of American Medical Colleges, 1998. 73: p. 318-23  
Journal of the Association of American Medical Colleges, 2012. 87: p. 1046-51

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## MENTEE

- Mentored students have rated their overall well-being higher than their nonmentored counterparts
- A study by Van der Weijden found that young professors who received mentorship had a more positive view of their work environment
- Another research on work-life balance in academic medicine found that physician researchers with mentors felt that they had improved work-life balance

Higher Education 2015;69:275-87  
J Gen Intern Med 2013;28:1596-603  
BMC Med. Educ., 2010. 10: p. 32

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## What Makes a Good Mentor?

- First, primacy of patient welfare—the deep conviction to help patients is what sustains mentors’ lifelong commitment towards nurturing the next generation, and compels them to do what they do.
- Intellectual nimbleness without arrogance is vital
- Mentors must have a spirit of generosity
  - They selflessly make connections and offer resources to their mentees; they believe in their mentees and relentlessly support their endeavours. Most importantly, they keep their protégés’ best interests at heart.
- Good mentors also believe in meritocracy and take bets on people

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## COMMENTS FROM MENTEES

- Good mentors are intelligent, encouraging, generous, and honest.
- In addition, the best mentors are usually direct, hold high expectations and have and are willing to share social capital.

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## WHAT MAKES A GOOD MENTOR?

- Interviews with faculty about successful and failed mentorship relationships



- mutual respect
- clear expectations
- personal connection and
- shared values

Acad. Med., 2013. 88: p. 82-9.

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## EFFECT OF MENTEES

- Potential protégés who are perceived to have outstanding potential are more pleasing to mentor than those who have the greatest need of intervention.
- Mentors are more satisfied when they feel they contribute directly to the success of their protégés, especially when others in the organization acknowledge the mentorship relationship as indispensable.

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## Failed mentorships

- Open communication and confidentiality are important and a clear expectation of the relationship needs to be established to ensure no conflict of interest arises.
- Failed relationships often exhibit poor communication, lack of commitment, perceived or real competition and lack of mentor experience



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## PROBLEMS

- Lack of mentors
  - Opportunities to receive mentorship can become scarce as trainees move along their in careers, especially once formal training has been finished
- For mentees, qualitative studies have noted the possibilities of exploitation, including sexual harassment
- Mentors taking credit for mentee's work and
- Mentors competing against mentees

Gen. Intern. Med., 2010. 25: p. 72-8  
Journal of the Association of American Medical Colleges, 1998. 73: p. 318-23  
Journal of the Association of American Medical Colleges, 2012. 87: p. 1046-51

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## WHAT'S IN IT FOR THE MENTOR?

- One of the greatest values is in the opportunity to give back.
- It is also about contributing to the future
- Attracting talent, since mentors with a good reputation naturally attract many ("best") fellows to work with them.
- Growth in research program
- The mentor-mentee relationship also allows mentors to develop their professional network and extend the influence and contribution of their science.
- Most importantly, mentors too, can learn from their mentees.
- Mentors gain additional expertise from their young counterparts
- Mentors derive pleasure from passing on information and skills and are exhilarated by the enthusiasm of protégés

Annals Academy of Medicine 2015, Vol. 44 No. 7  
Academic Emergency Medicine 2012; 19:92-97

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## BENEFITS TO THE MENTOR

- Personal satisfaction,
- organizational recognition,
- renewed sense of purpose,
- and improved job satisfaction,
  - which is attributed to seeing their role through new eyes.

Academic Emergency Medicine 2012; 19:92–97

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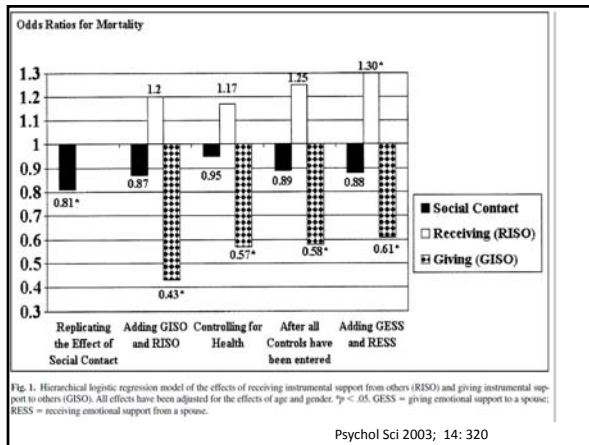
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## WHY DO WE MENTOR?

- We recognize how much mentorship has benefited us
- Or that lack of mentorship produced lost opportunities, or more difficulties
- Want to transmit what we learnt on the process
- Anxious to mentor junior associates of the next generation
- Legacy
- Self gratification

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## MENTEE TO MENTOR

- You need to learn
  - Missed opportunities when you were a mentee
  - Do not despair
- If you are not sure, need to ask for advise



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## MENTOR

- From beginning need to be ready to let go.
  - Resources
  - Roadmap
- Open door policy
  - Educator, challenger, moderator, career planner
- Ready to let mentee grow
  - Give first authorship
- When to cut the umbilical cord
  - Mentee needs to become independent
  - When to stop being in the papers...
  - What is own, and what is the mentees?

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## Drawbacks to Mentorship

- The most obvious is the amount of time spent on developing another person's career, which can drain the mentor of energy and productivity.
- Coworkers may resent the positive partnership, and mentors may resent their protégé.
- The protégé may resent their mentor.
- At times, the protégé may become a liability.
- A well-meaning mentor may hold back a protégé who has surpassed the mentor's ability to help.
- Conversely, an outstanding protégé may threaten the mentor by exceeding his or her performance capabilities.



Academic Emergency Medicine 2012; 19:92

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INSTITUTIONS NEED TO FOSTER AN ECOSYSTEM FOR MENTORSHIP

Table 1  
Mentorship Benefits

For the Mentor	For the Institution and Specialty
Belong to a network Develop base of support via loyalty of protégés Higher salary and rate of promotion Immortality/legacy Improved technical expertise Less likely to burn out or plateau Personal satisfaction Pride in developing the next generation Recognition by superiors Renewed sense of purpose Stronger perception of career success	Development of networks Enhanced productivity External recognition Improved morale Improved skill of junior members Improved technological capability Institutional efficiency National collaborations Recruitment advantage Retention of senior members

In addition to the benefits of mentorship to protégés, a formal mentorship program has distinct advantages for the mentors and their institutions and specialties.

Academic Emergency Medicine 2012; 19:92-97

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Trainee satisfaction  
Mentorship

- The Clinician Investigator Trainee Association of Canada survey
- Increased level of mentorship strongly correlates with overall satisfaction;
- However, while 98% of respondents reported mentorship as important to success, more than 60% expressed some dissatisfaction with the mentorship received.
- This suggests that any intervention aimed at increasing mentorship support would lead to improved trainee satisfaction

Clin Invest Med • Vol 38, no 1, February 2015

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MENTEE

- Identify why you need a mentor. Reasons for mentoring besides your academic career might include:
  - Connections, introductions, visibility
  - Job skills, field knowledge, management skills, communication skills
  - Help with goal setting
  - Help with problem solving
  - Psycho-social support for work-family pressures, discrimination, coping with disappointment, developing self-esteem
- Mentees need to be open to finding multiple mentors since one mentor may not meet all of the trainee's needs

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## MENTEE

- First, even before the initiation of a relationship, mentees need to self-reflect and clarify their values, working and learning style, specific mentorship needs and goals;
- Second, the mentee needs to search for a mentor by meeting with people they already know and soliciting recommendations.
- Third, at the first meeting, it is important for the mentee to clearly articulate their background, values, specific mentorship needs and expectations
- Fourth, at each meeting, the mentee should plan and bring a meeting agenda, follow up on previous recommendations or tasks and schedule the next meeting.
- There is a need for mentees to “manage up” or to take ownership of and direct the relationship

Acad. Med., 2009. 84: p. 140-4.

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## MENTEE

- Pick a mentor who is senior enough
  - (ie they have enough first author projects) so that they will give you a chance to be first author.
  - They need to have enough opportunities for you to do other things besides your primary project.
  - You need to be able to separate eventually

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## MENTEE

- The best mentor may not be the most famous
- Pick a mentor that knows what it takes to succeed (in GI)
- Mentor will be sponsor

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## Mentor/sponsor

- You're aware of mentors guiding and inspiring your career, but how about sponsors?
- You'll also need more than words of wisdom to get there.
- What you need is someone who has the know-how, and will help you get advance in other areas. You need you rmento to be a sponsor
- Sponsors are advocates who use their influence intentionally to help others advance
  - Open doors

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## MENTEE

- Mentorship is a 2 way street
- The right mentor can certainly open doors, but mentee still has to walk through the door and produce.
- Your ultimate success depends on you, not your mentor.
  - Don't miss deadlines. Read instructions.
- Be realistic and patient
- Believe in your yourself

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## MENTEE

- Find training for everything you need
- Find right mentor
- Take chances
- Priority
- Time management
- Backpack analogy.- All of us carry a full backup
  - What can I drop?

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## MENTEES

- Take risks: You miss 100% of the shots you never take (Wayne Gretzky)
- Great works are performed not by strength but by perseverance (Samuel Johnson)
- Success seems to be largely a matter of hanging on after others have let go (William Feather)
- You want to live by the book, but you want to be the author
- "In times of change, learners inherit the Earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists." Eric Hoffer, *The Ordeal of Change*
- "If [the teacher] is indeed wise he does not bid you enter the house of his wisdom, but rather leads you to the threshold of your own mind." (Khalil Gibran)

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## RECOMMENDATIONS

TABLE 2. Actionable items to facilitate mentorship

Recommendations for mentors	Maintain open communication Maintain strict confidentiality Ensure there is no perceived or real competition with mentee Seek out mentorship training
Recommendations for mentees	Take ownership and initiative Self-reflect, then set goals and expectations accordingly Seek out a team of mentors to fulfill different mentorship roles Follow a structured, regular meeting schedule
Recommendations for institutions	Match mentees with mentors of similar research interests Train students with skills to build mentoring networks or teams Provide training and support for mentors Foster a culture of mentorship (e.g. awards for mentorship)

*Clin Invest Med* 2015; 38 (1): E1-E10

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- I have a debt of gratitude to my mentors.
  - Rachel Rosen
  - [Image of two men talking]
  - Everyone Needs a Mentor.
  - Dick Grand
  - Ricardo Aroizu
  - Enid Martinez
  - Meena Ganesh

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