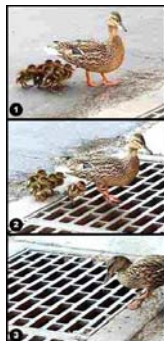


## Mentoring in all spheres of life



Nicola L Jones, MD, FRCPC, PhD

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## Objectives

- Review the mentorship role
- Understand key principles for effective mentorship
- Examples of challenges and issues
- Tips from top mentors

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## Mentor

- Ancient definition- *wise and trusted counselor. Odysseus left Athena, in the guise of Mentor, to be the guardian and teacher of his son Telemachus*
- Current definition: *to support and encourage people to manage their own learning in order that they maximize their potential, develop their skills, improve their performance and become the person they want to be.*

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### Why be a good mentor?

- Natural human desire to share knowledge and experience
- Achieve satisfaction  
“Those that are good mentors get incalculably more out of it than they put into it”
- Attract good students
- Stay on top of your field
- Develop your professional network
- Extend your contributions
- “Having a good mentor early in a career can mean the difference between success and failure”

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### Gender and Minorities Issues

- Women/minorities are less likely to identify mentors
- May be less likely to advocate for themselves
- May have less self confidence
- May need more encouragement
- May not have access to the same opportunities to network as men
- Women with mentors publish more and receive more grant funding

Does gender matter? Nature 2006; 442:133-6  
Gastroenterology 2010; 138:19-26  
J National Medical Association 2006; 98:1449-59

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### Gender and Minorities Issues

- Facilitate, respectful and cooperative relationships in your group
- Be aware of and learn about cultural differences (eg. differences in ability to question authority figures or accept criticism)
- Promote family friendly atmosphere (eg. avoid holding meetings outside of usual child care time) and advocate for this in your institution
- Be aware of minority/women support groups and helpful role models at your center

• Making the Right Moves. Burroughs Wellcome Fund & HHMI, 2004

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### Matching mentor roles and mentees expectations

Mentor's roles	Mentees expectations
Encourage self directed learning and scholarship	Be available for timely feedback
Provide impartial advice	Offer realistic views of career path
Act as a role model	Inform on politics
Be an advocate for trainee	Be a listening post
Help the mentee to focus	Provide nonjudgmental guidance
Provide life skills	Share their own personal experiences
Provide conflict resolution	Provide constructive criticism
Guide through institutional politics	
Provide critical review	
Provide career advice	

*Handbook for Clinician Scientists: Tools for a successful academic career*

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### Mentoring toolbox

- Develop relationship based on mutual respect
- Identify mentees goals
- Evaluate mentees understanding
- Evaluate mentees talents and what motivates them- build on them
- Give mentee ownership and promote accountability

*Entering mentoring: HHMI Professors Program*

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### Set goals and measures of accomplishment

- Should be person and stage specific
- "Individual Development Plan" fostering self reflective learning
- Review individual development plan
- Establish regular meetings for review of progress
- Help revise the individual development plan as needed

*Learning to mentor. Nature 2005; 436:436-7*

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### Skill development

- Hypothesis development
- Critical thinking
- Presentations
- Writing
- Networking
- Collaboration/ team building

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### Build a scientific community

- Networking
- Introduce the trainee
- Meeting with visiting professors
- Encourage presentations at scientific meetings
- Become familiar with available opportunities
- Discuss opportunities with trainee

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### Managing Conflict of interest

- Recognize the potential
- Utilize resources
  - Supervisory committee members
  - institutional trainee learning center (eg. career development resources)
  - Other trainees or mentors
- Avoid
  - Over dependence
  - Exploitation
  - Power imbalance

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## Separation

- Trainees who graduate to junior faculty positions need to separate
- Should be discussed and planned
- Mentor may still provide advice
- BUT detrimental for career development to continue to publish/collaborate with mentor
- Mentor needs to recognize conflict of interest
- Responsibility lies with mentor

*Academic mentoring. JAMA 2007; 297:2134-6*

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## Separation

Mentor's roles	Mentees expectations
Initiate discussion regarding timing of separation	Support the separation to independence
Ensure mentee will publish independently	Mentor will no longer be co-author on publications
Be an advocate for mentee's independence	Mentor will no longer be co-applicant on grants Provide letters of support regarding independence for grants
May still provide critical review if asked	Provide constructive criticism if requested
Be a colleague and trusted friend	Mentor will treat mentee as an "equal" colleague
Provide career advice if asked	Provide nonjudgmental guidance
Talk about the next steps	Provide impartial advice about next steps potential new mentors

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## Termination when the relationship doesn't work

- Directly address the issue
- Don't let relationship just dwindle
- Address potential next steps

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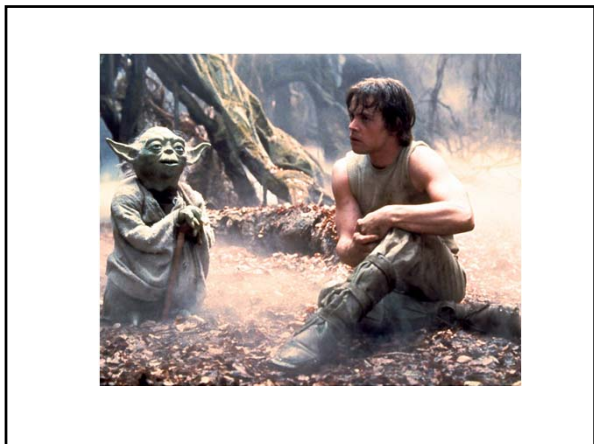
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### Traits of good mentors

- Personal characteristics
  - Enthusiasm
  - Sensitivity
  - Appreciate individual differences
  - Respect
  - Unselfishness
  - Support for other than one's own
  - Teaching and communication

*Nature's guide for mentors. Nature 2007; 447:791-797*

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### Tips for mentors

- Have an open door
- Be inspiring/ optimistic
- Balance direction and self-direction
- Facilitate active learning
- Be widely read and widely receptive
- Choose the right initial project
- Celebrate
- Be a role model for balance

*Nature's guide for mentors. Nature 2007; 447:791-797*

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MENTOR SELF CHECKLIST- How well are you doing?

Activity/Strategy	Example	What could be done better?
Appreciating individual differences		
Availability		
Self-direction		
Active Questioning		
Celebration		
Building a scientific community		
Skill development		
Networking		
Mentor for life		

*Nature's guide for mentors. Nature 2007; 447:791-797*

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Resources

- Entering mentoring  
([http://www.hhmi.org/grants/pdf/labmgmt\\_entering\\_mentoring.pdf](http://www.hhmi.org/grants/pdf/labmgmt_entering_mentoring.pdf))
- Making the Right Moves. Burroughs Wellcome Fund & HHMI, 2004  
(<http://www.hhmi.org/labmanagement>)
- Natures guide for mentors. Nature 2007; 447:291-7
- Personal perspectives on mentoring. Gastroenterology 2013; 3: 488-491
- On mentoring. Gastroenterology 2011; 141:13-5
- Love letters: an anthology of constructive relationship advice between junior mentees and their mentors. J Grad Med Educ 2012; 4: 287-9

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