

Mentorship, Sponsorship, Coaching

How to make the most of these relationships



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Definitions

- **Coach**
Tells you what to do
- **Mentor**
Talks with you and gives you advice
- **Sponsor**
Talks about you to others

Types of Mentorship

Peer: Support from people at the same level
Good when limited mentors exist
Collaboration, morale, guidance

Functional: Related to a specific project
Success measured by completion

Group: One mentor meets with a group of faculty
Good for general career advice

Distance: Use of mentors outside institution

Dyad: Associated with highest success in
leadership, professional activities
and faculty retention

Mentorship – Mentor

Why would you invest time in someone else?

TANGIBLES

- We invest a lot of time, energy and money recruiting faculty and trainees
- Loss of a faculty member results in an \$800,000–\$1,000,000 loss to an organization
- Losing a trainee is devastating for the morale of others

Mentorship – Mentor

Why should we invest time in mentorship?

● **INTANGIBLES**

- Keeps your skills fresh
- Satisfaction in seeing someone you care about succeed
- Mentoring improves your own academic career

Mentorship – Mentee

Why bother with a mentor?

Mentors.....

- get you connected
- help you set measurable goals
- never let you settle and become complacent
- share personal experiences that inspire and motivate you

**#1
reason**

Very few people can succeed in business (or academic medicine) without one!

Mentorship: What makes a good mentor?

- Recognition of the whole person:
 - *Life outside of work has a huge impact on mentees*
- Be a good listener
- Regular contact once a month
- Prompt feedback:
 - *Review written work*
 - *Practice talks and presentations*
- Set expectations and deadlines
- Provide sage career advice

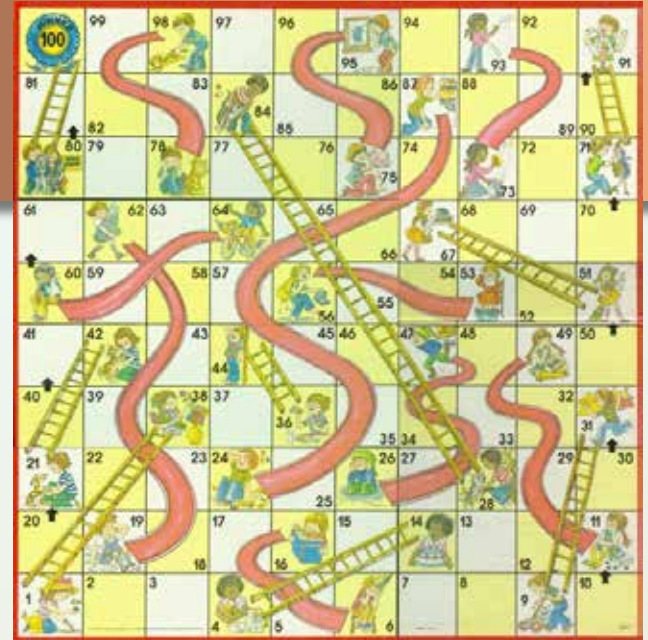
Forbes. 8 tips for an amazing mentor relationship 2018

Academic Medicine Mentorship: Failing

Failing Up:

- Sometimes sliding down a chute allows you to climb higher on another ladder.

Hasbro Chutes & Ladders



- My most valued mentor..... taught that failing didn't equate to failure. It means another chance to get it right.

Jennifer Hedding, Senior Vice President, Hewlett Packard

The Disastrous Legacy Of Nancy Reagan's 'Just Say No' Campaign....But an important role for mentors

- New or young faculty anxious to be involved
- Often overcommit to committees and projects
- Need help balancing clinical and academic time
- One of a mentors most valuable roles is helping a mentee “just say no”



Academic Medicine Mentorship

Saying NO:

Mentee asked to run requests for committee participation, lectures, teaching requests, meetings, etc.

Important Questions to Ask Yourself

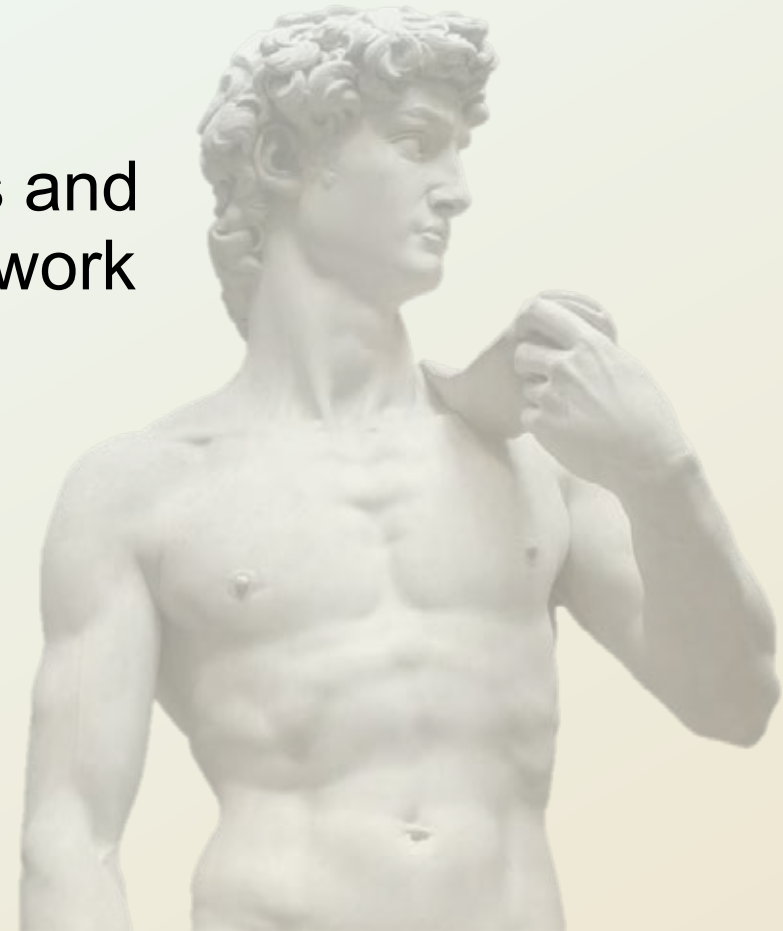
- *Does this activity help you achieve your primary goal?*
- *Will you interact with people who will be helpful in your career?*
- *Is this something you want to do or do you feel obligated?*
- *What is the time commitment to do this?*



MENTORS ARE ALWAYS A GREAT EXCUSE!

The Best Mentors Think Like Michelangelo

- A beautiful piece of art exists within the stone; my job is to release it.....
- ***Perceptual Affirmation***
Be able to see their mentees and what they can become, and work together toward that vision
- ***Behavioral Affirmation***
Help mentee to engage in behaviors that align with goals



Michelangelo Approach to Mentoring.....

- Can be challenging in cross-gender mentoring
- Most senior mentors are men
- Men struggle with active listening (women are more socialized to listen)
- All mentors have an inclination toward cloning, although more common in men
- Men more likely to jump to fixes
- Men can get waylaid by gender assumptions

Examples of Successful Cross-Gender Mentoring

- Dr. Condoleezza Rice, Dr. Josef Korbel, OWM (Old White Men)
- Sheryl Sandberg, Dr. Larry Summers

Mentorship in Practice

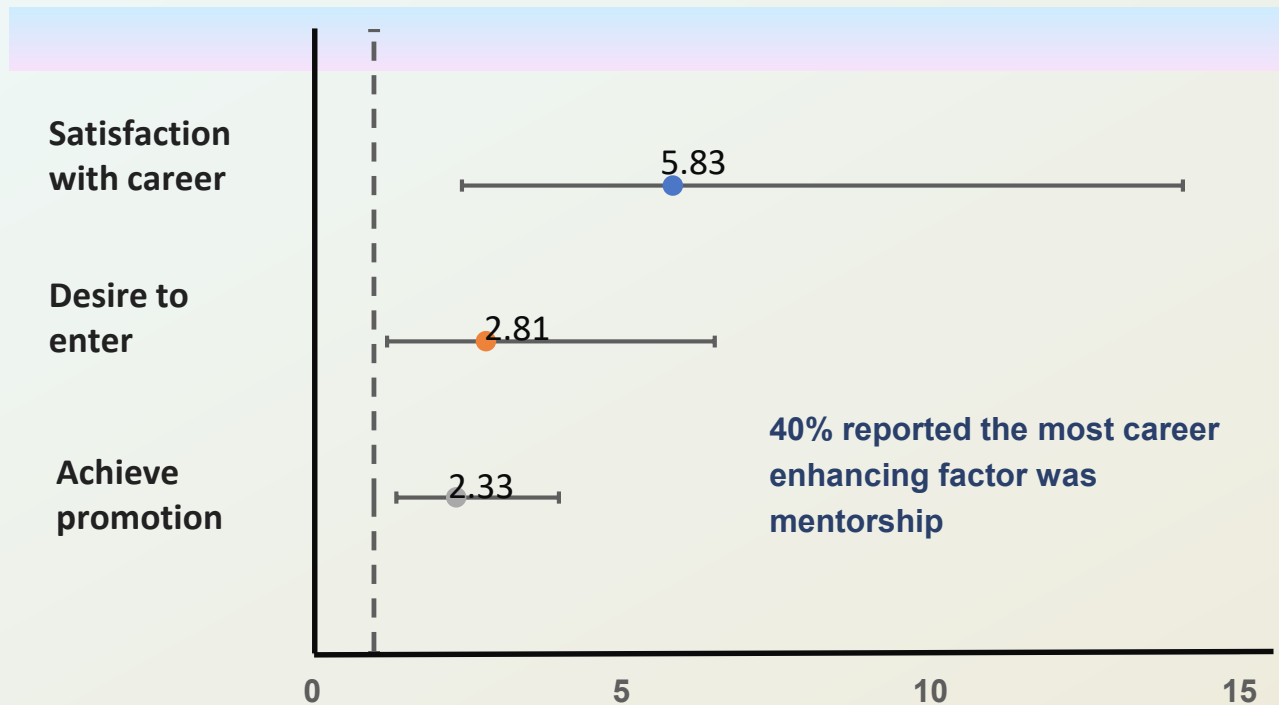


Academic FM practice, University of Michigan:
N=62 *faculty* (83%)

- **97%** important to have mentor
- Only **45%** had mentor

	ALL Faculty			JUNIOR Faculty		
<u>Within last 2 yrs</u>	<u>+ Mentor</u>	<u>– Mentor</u>	<u>p Value</u>	<u>+ Mentor</u>	<u>– Mentor</u>	<u>p Value</u>
Published paper	74.0%	53.0%	0.10	61.0%	45.5%	0.36
Presented a talk nationally	72.0%	39.4%	0.01	56.2%	26.1%	0.06
Taken an educational or leadership role	76.9%	48.3%	0.03	82.4%	57.1%	0.06
Written a grant	42.3%	30.3%	0.34	23.5%	17.4%	0.63

OB/GYN FELLOWS/RESIDENTS WITH MENTORS vs WITHOUT



Sambunjak D, JAMA 2006; Sciscione 1998; Wise 2004; Leppert 2002

Mentorship Programs



Retention of women URM ↑ from 20% to **58%**

Kosoko J Natl Med Assoc 2006.



URM faculty ↑ from 2.6% to **5.8%**

Retention ↑ from 58% to **80%**

Daley J Natl Med Assoc 2006.

Long-term follow-up shows **90%** promotion rate for women and URM that go through mentorship program

Rodriguez Fam Med 2014.

Mentoring Networks in Academic Medicine

Moving Beyond Dyadic Conception for Junior Faculty Researchers

- *100 K-award recipients and 28 mentors*
- *Qualitative analysis and indepth interviews Acad Med 2013*

- One mentor can't do it all
- Mentor networks safeguard against inadequate mentoring
- Peer mentorship important for collaboration and mutual support (can be helpful for URM & women)
- Mentees need to actively seek out mentors with the skills they need help with
- Mentorship needs change over time
- Influence of gender and race in mentoring relationships

DeCastro et al. UMich
Acad Med 2014

Do Women Need to Be Mentored by Other Women?

Nationally, rank of professor: 20% Women, 30% Men

- Women with children, spend on average 11hrs per week less at work than male MD spouse
- Strong female leadership influences the rate at which women stay in academic medicine
- Male mentorship of female mentees:
 - Same rate of publications
 - Focus tends to be on academic progress
 - Work/life balance isn't often addressed
 - Same rate of promotion for those that stay

Women with male sponsors make higher salaries

Sponsorship

High stakes effort on the part of the mentor

- Mentors personally put their reputation on the line to obtain high profile opportunities- Effective proteges rise to the task and remain loyal
- Senior faculty need to know the protégé well enough to vouch for them
- Peoples tendency to gravitate toward people like them: men in power are more likely to sponsor men
- Sponsors confer a 22-30% career benefit
 - Salary
 - Promotion
 - Important assignments

Hewlett HBR 2011

Ibarra HBR 2019

A Lack of Sponsorship Is Keeping Women from Advancing into Leadership

[Herminia Ibarra](#)

August 19, 2019 HBR



- Women are over mentored and under sponsored
- Women are 50% less likely to have sponsors
- Women sponsored by men are statistically more likely to have higher salaries, more high profile opportunities and have earlier promotions

Sponsorship

Differences in Mentor-Mentee Sponsorship in Male vs Female Recipients of NIH Grants

Survey of 1708 NIH K08/K23 (62%-1066)

Surveyed about gender and sponsorship experiences

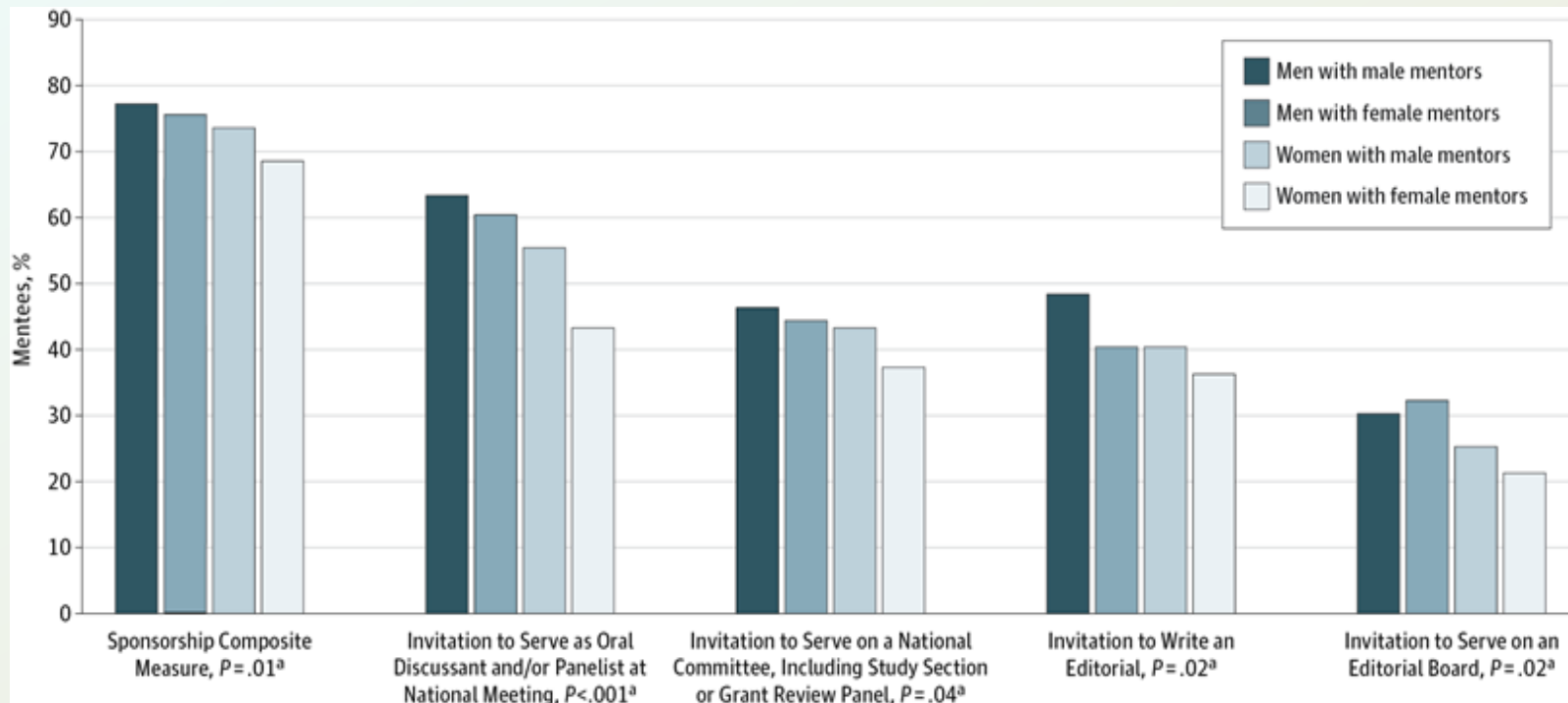
Success: R01, > 35 papers, leadership position

Patton 2017 JAMA Internal Medicine

Impact of sponsorship and gender on academic success

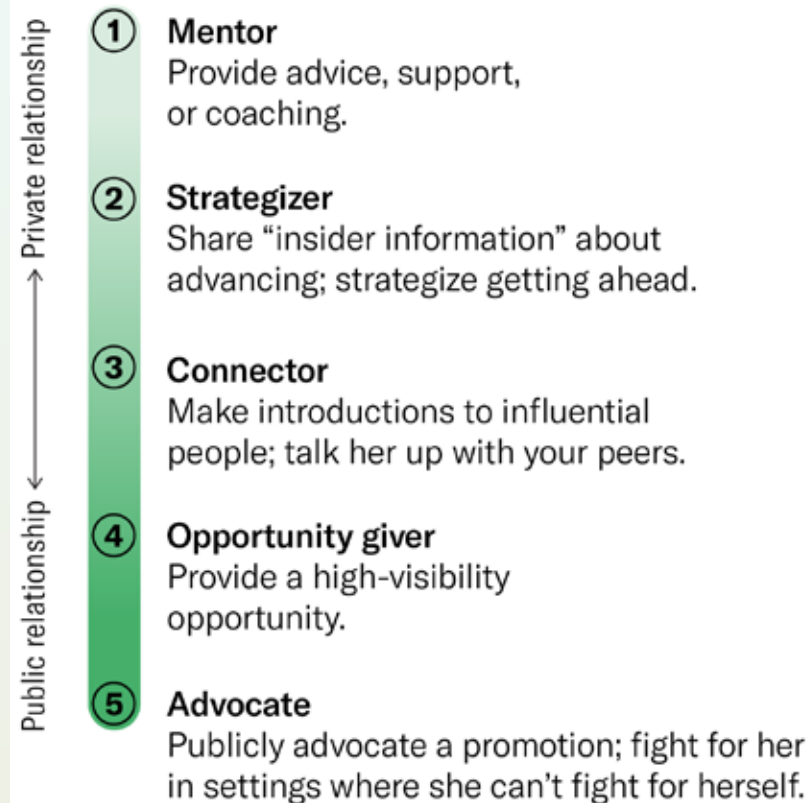
Academic Success

- Men with sponsors 72%
- Women with sponsors 59%
- Men without sponsors 58%
- Women without sponsors 45%



A New Way of Thinking About Sponsorship

Sponsorship is not an either/or role—either committing fully or not at all. It's a spectrum of different kinds and degrees of support.



Sponsorship

Promoting Faculty:

- Introductions to influential people
- Advocates for appointment to committees that will lead to local and national recognition
- Advocates for promotion

Coaching

Most commonly used for new departmental executive leaders

- Academic leaders often chosen based academic achievements
- Entire administrative skill set needed to run programs in complex academic health care environments
- Executive coach
 - Administrative skills
 - EQ and interpersonal communication
 - Conflict resolution
 - Specific feedback and advice on challenges
- Cost \$250-350 per hour

Peer Coaching/Mentorship

A Peer mentor/coach is in the unique position of knowing almost exactly what you are facing– They have recently been through most of the experiences themselves. Business Daily News 2015

- **Most commonly seen in medical school and residency**
- **For faculty, can provide social support and the ability to learn from each other**
- **Peer coaching provides help with specific challenges in the work environment**

Examples:

- project or research achievement
- promotion packages
- negotiation
- work life balance

Mentoring Minorities

Harvard Business Review

www.hbrreprints.org

Senior executives often face the challenge of helping promising employees of color break through the glass ceiling. An in-depth study reveals that minority protégés should be mentored very differently than their white counterparts.

The Truth About Mentoring Minorities Race Matters

by David A. Thomas

Included with this full-text *Harvard Business Review* article:

1 Article Summary

The Idea in Brief—the core idea

The Idea in Practice—putting the idea to work

2 The Truth About Mentoring Minorities: Race Matters

12 Further Reading

A list of related materials, with annotations to guide further exploration of the article's ideas and applications

Race Matters

- Diversity is priority in corporate America and academic medicine
- Many institutions have failed to achieve balance in the executive team
- Minorities in executive ranks are in racialized positions (diversity, community relations, equity)
- Lack of good mentorship is a significant factor in loss of URM talent
- In business, most successful URMs develop a diverse network of mentors

Cross-Race Mentoring Challenges

Raise Unique Challenges.....

- Minority protégés:
 - may not be given opportunities
 - may not take risks
 - worry about peer resentment
- Suffer from protective hesitation
- URM advance further when white mentors acknowledge race as a barrier
- Mentors:
 - need to openly discuss race issues and barriers
 - peer networking with other URM is critical
 - coach, counselor and expand network of relationships

Unique Issues for URM Medical Faculty

- Diversity pressure
- Isolation
- Racism
- Statistically less likely to have mentors

Most Successful Programs

- URM institutional faculty development programs:
 - Networking
 - Skill development
 - Support from senior faculty
 - Institutional culture training

Being a Good Mentee

I Need a Mentor!

- Need to be specific about your needs are. Tie them to you goals.
- What advice and skills do you need to help you be successful.
- Be engaged an energizing. The best mentees are fun to work with.
- Look for opportunities that your sponsor can support

Havard Buisness Review 2017
What Mentors Wish Their Mentees
Knew

Academic Medicine Mentorship

How to be a GOOD MENTEE:

- Mentorship is a 2-way street; take an interest in your mentor
- Take ownership of your own success; Mentor cannot do your work for you
- Be on time for appointments; come prepared
- Listen and consider the advice, although you don't always have to take it
- Under promise and over deliver
- Say thank you!



Academic Medicine Mentorship

DIVERSITY of Mentorship Is Important:

- Lucky if you find a mentor who possesses all the qualities you need
- Seek out a variety of perspectives
- Look for people who are different from you to bring a different point of view



Finding the Right Mentor/Sponsor: Keep an open mind

"Search for role models you can look up to and people who take an interest in your career. But here's an important warning: you don't have to have mentors who look like you. Had I been waiting for a black, female Soviet specialist mentor, I would still be waiting. Most of my mentors have been old white men, because they were the ones who dominated my field." *Condoleezza Rice*



JAMA: A piece of my mind

Unproductive Behaviors

Mentorship Malpractice

Mentee Missteps: Tales from the academic trenches

Chopra et al. JAMA 2016.

Vaughn et al. JAMA 2017

Harsh Mentorship Styles: Rarely Productive

My job is not to be easy on people. My Job is to take great people and push them and make them better. -Steve Jobs



MENTORING

Sometimes you need to break people down to to foster new growth.

MENTORSHIP MALPRACTICE

Exploiter: Torpedoes mentee's success by saddling them with low yield activities, Self-serving philosophy, self-worship, promotes personal interests over mentee's

Hijacker: Takes hostage of mentee's ideas and labels them as their own, self-preserving behavior related to a string of failures

Possessor: Dominates and isolates mentee, prevents collaboration, anxious personality, fears of inadequacy or loss of mentee to others

Bottleneck: Preoccupied with own priorities, doesn't have bandwidth or desire to attend to mentee's success

Country Clubber: Avoids conflict, needs to be liked, values social order more than mentee growth

Word Traveler: Often internationally renowned, academic success fuels personal ambitions and not much time for face-to-face interactions

Chopra V. JAMA 2016

Mentee Missteps



MENTEE MISSTEPS

Over-committer: Can't say NO, overcommitted and under producing

Ghost: Try to remain out of sight, agree to assignments but miss deadlines

Doormat: Do scut work for mentor that doesn't further your career

Vampire: Require constant attention and supervision, often paralyzed to make a decision

Lone Wolf: Assertive, prefer working alone, feel asking for help is a weakness

Backstabber: Resent criticism and always find someone else to blame for your failure

INSTITUTIONAL RESPONSIBILITIES FOR MENTORSHIP, MODELS OF SUCCESS

- Develop a culture of mentorship, cascading
- Require strong commitment by leaders at all levels
- Combine structured and informal mentorship
- Build bidirectional, nonhierarchical, mentorship dyads and teams that cascade mentorship throughout the institution
- Encourage diversity that will ultimately lead to enrichment of scientific inquiry through different perspectives and push the health care system toward greater health equity



Choi AMK. Acad Med 2019;94:630

UW Medicine

Conclusions

- Mentorship is critical for success in academic medicine
- Mentorship plans in place for all junior faculty
- Mentorship networks most successful model
- Training for mentors is not very common
- Challenges exist for cross-gender and cross-race mentorship relations



Conclusions

- Sponsorship is also critical for success in academic medicine
- Mentees need to seek connections with high level leaders to cultivate sponsorship as part of the mentorship team
- Mentors should consciously act as sponsors to offer high profile opportunities



MENTORSHIP.



SPONSORSHIP.

Resources to consider

- Institutional faculty development programs
- AAMC Career Development Programs
 - Early-Career Women in Medicine Seminar
 - Mid-Career Women in Medicine Seminar
 - Executive Leadership in Academic Medicine
- Executive Coaching
- Leadership training courses



MENTORING

PASS IT ON!

ICANHASCHEEZBURGER.COM 🍷 🍷 🍷

UW Medicine

Mentorship

“If you cannot see where you are going,
ask someone who has been there before.”



Barbara A Goff, MD

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Implicit Bias

- Mentors don't give protégé the benefit of the doubt until they have proven themselves
- URM might not take risks because they feel they won't be given the benefit of the doubt
- Public scrutiny and peer resentment because cross-race mentorship

Definitions

mentorship

the influence, guidance or direction given by a mentor

mentor

a : a trusted counselor or guide

b : tutor or coach

Urban dictionary : the name of a porno metal band

mentee

a : one who is being mentored

b : protégé

Urban dictionary : created in 20th century by people who were ignorant of the word protégé

sponsorship

active support from a leader who has influence on decision making processes and who is advocating, protecting and fighting for career advancement

Urban Dictionary : The art of getting another interested party to invest in your good time and assume the financial responsibility

Sponsor: A MAN OR WOMAN THAT PAYS FOR SEX...USUALLY A MALE BECAUSE MOST WOMEN ARE TOO SMART TO PAY FOR SEX...



- *Mentors keep a mentee from selling themselves to short*
- *Promotes uncontemplated possibilities*

My Mentors gave me opportunities I hadn't thought about. They gave me the chance to look beyond what I had as my vision, which was becoming a sailor and commanding a ship one day. They helped me look at the bigger picture, not just the Coast Guard but the entire Department of Transportation. Those 2 men showed me that there was much more out there. -Sandy Stosz 3 Star Admiral

HBR Jan 23, 2018

FULL PROFESSORS AND MENTORSHIP OBLIGATIONS

Programs to promote mid-career and senior faculty are lacking

- Credit your mentees, acknowledge them every chance you get
- Promote mentees, be their biggest advocate
- Advertise their success
- Take the back seat
- Stay connected, reach out
- Never stop encouraging, coaching, and advising, particularly around work life harmony



https://www.google.com/search?q=mentorship&source=lnms&tbn=isch&sa=X&ved=0ahUKEwiQ04fryOfiAhUC3Z8KHQuuDR4Q_AUIECgB&biw=2133&bih=1085#imgrc=D7dGNI...BhDaAAA

Farkas AH, JGIM 2019

UW Medicine

What makes mentorship work

How to be a GOOD MENTEE:

- Mentees should come with one topic they definitely want to address and 3-5 questions
- Study of 100 successful mentor mentee relationships
 - Mentee explains challenge they're facing.
 - Mentor explains how they've tackled a similar challenge.
 - Mentee explains how conditions might be different based on their business or situation.
 - Mentor suggests what to replicate from her experience based on her mentee's specific context.
 - Mentee should be asking what is in my blind spot