

Mentorship That Matters: Shaping Resilient, Compassionate Physicians

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Mentoring

- Based on Greek myth:
 - Odysseus leaves to fight the Trojan war... his friend Mentor is left behind to guide the journey of Telemachus, Odysseus' son, from youth to manhood
- Most critical function of the Mentor is to help mentee accomplish their 'Dream':
 - A 'Dream' to succeed, accomplish, and leave a legacy

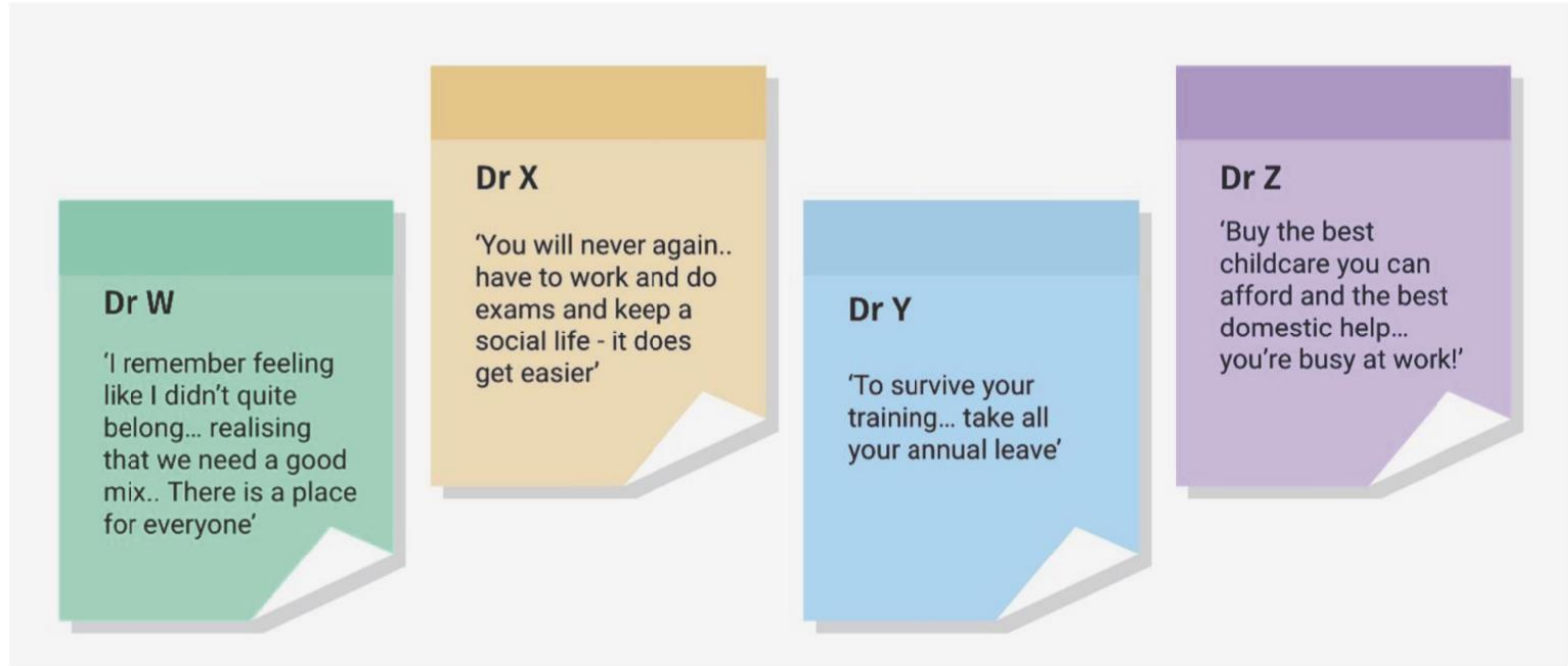


Mentor

- An experienced and trusted advisor who has a direct interest in the development and education of a less experienced individual



Resilience



Compassion

Theme	Subthemes of patients	Subthemes of residents
Being there with and for patients	Displaying attention by taking time and being prepared (+) Having a demeanor of calmness (+) Showing stress (-)	Taking the time for patients (+) Taking responsibility to manage patients' healthcare processes (+)
Empathizing	Seeing and treating patients as a person (+) Asking about patients' needs (+) A lack of empathy (-)	Seeing patients as fellow human beings (+) Standing in patients' shoes (+) Balancing over-involvement and detachment (+/-) Judging the severity of patients' medical condition (+/-)
Action	Communicating clearly (+) Involving patients during the medical process (+/-)	Small and extraordinary actions (+) Relieving patients' suffering (+) Time pressures and lack of time (-)
Connection	To click with someone (+) Equal relationship (+) Engaged and medically interested patients (+)	To click with someone (+) Reciprocal relationship (+/-) Bad mood (-)
Professional fulfillment	N.A. N.A.	Making a difference for patients (+) Organizational hassle (-)



How does mentorship build compassion and resilience?



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Benefits of Having a Mentor

- Mentors are perceived by mentees as being important in career advancement and career satisfaction
- Mentors may influence personal development, career guidance, career choice, and research productivity in papers and grants



My mentors



Mentorship vs Coaching

- Mentee defines own goals and ideas
- Mentor works to help support and guide ideas
- Goal of relationship is not to imitate mentor or incorporate qualities
- Goal is to help both participants grow



Mentorship vs sponsorship

Table 1

Differences between mentorship and sponsorship

Mentorship

Sponsorship

Longitudinal relationship

Episodic

Helpful for career development

Helpful for career advancement

More effective if personalities mesh well

More effective if sponsor is well-connected

More important early in career

More important later in career



Formal or informal?

Table 2
Differences between formal and informal mentorship

Formal Mentorship	Informal Mentorship
Assigned pairings	Flexible, self-identified pairings
Focused goals	Self-directed goals
Specific timeline for meetings	Flexible meeting schedule
Benefit from mentor and mentee training	No training
Allows for inclusion of underrepresented groups	Relies on established social connections
Typically takes longer to achieve trust	Trust usually present from beginning



Mentorship

Important Reminders

- Need for sustained, meaningful mentorship never ends
- Transcends end of training and clinical fellowship/postdocs
- Connects people in early career with those in mid or senior level positions
- Supports career decisions at all touch points
- Helps with transitions including advancement or to new positions



Relation between Mentors and Mentees

Both participants
have obligations

Overall goal needs
to be identified

- May be broad or specific
- Determines choice of mentor

Expectations for
relationship defined

- Long or short term

Understand tasks
will need to be
accomplished

- Both need to be prepared for meetings

Need to value, honor
and respect
relationship



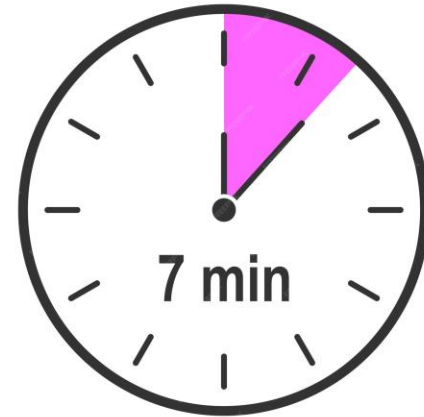
Are all advisors mentors?

- “For me there is a difference between a supervisor and a mentor.
- - With a mentor you find that you are not simply a student with a research project, but a student with a career in front that the mentor helps you start.”
- “M without a doubt, sees all his interactions with people as lifelong. He keeps in touch with ex-students, postdocs and so on after they have moved on.”



Questions for Discussion

- What are the characteristics of an effective mentor?
- How should mentors be developed?



Diversity in Mentorship

- Do mentors need to share characteristics with mentees?
- “Cross-mentorship” vs shared features
 - Utility for work-life balance, family
 - Help with negotiating skills
 - Negative perception by trainees?
 - *#HeForShe from ACS*



Diversity in Mentorship

Mentoring

- Sharing of experiences
- Guiding from the sidelines
- Facilitation of personal and professional development
- Founded on communication

Inclusive Mentoring

- Mentoring across differences
- Ensuring equitable access to benefits
- Recognition of stereotype threat, biases, and microaggressions from the basis of effective mentorship



Diversity in Mentorship

Mixed Goal
Agreement

Traditional
Views of Success

Focus on
Rescue

Lack of
Validation of
Experiences

Diminished
Value of
Achievements

Mixed
Motivations



Principles of Mentorship

- Available and committed to relationship
- Actively listen to goals and barriers to achieving goals
- Flexible
- Creative
- Willing to critique
- Helps to grow potential
- Main goal-success of mentee



Where to find

- Early career
 - Colleagues
 - Be sure to look outside specialty
 - Realize a mentor does not have to be a doctor or PhD scientist



Where to find mentors

- Later career-concentrate on your interests
 - Leadership programs
 - Specialty and subspecialty societies
 - Regional scientific societies
 - Academic leaders
 - Advocacy groups
 - Educators
 - Clinical trials
 - Research team leaders
 - Realize a mentor does not have to be a doctor/PhD scientist



Discussion Plan

- Mentor
 - Define
 - Review important qualities
- Mentee
 - How to be mentored



Twelve tips for developing effective mentors

- Mentors need:
 - Clear expectations of their roles, enhanced listening and feedback skills
 - Awareness of culture and gender issues
 - To both support and challenge mentees
 - A forum to express themselves



Twelve tips continued

- Mentors need:
 - To be aware of professional boundaries
 - Mentoring
 - Recognition
 - Reward for mentoring
 - Protected time for mentoring
 - Support
 - Encourage Peer mentoring
 - Continuously evaluate effectiveness of mentoring



Components of Mentoring

- There is no ONE mentor who can help with everything
 - Multiple mentors are needed during your career
- A great mentor-mentee relationship
 - Mutual respect and trust
 - Works well for both
 - Deserves reassessment over time
 - Evolves to fit different needs over time
 - Is not always perfect
 - Is not always predictable
 - May or may not be time limited



Big Talker


These results have clear implications for the cure of cancer in our lifetime



(+) Makes your data seem really important
 (-) Doesn't really understand what you do

Slave Driver

You know, 60hrs a week just isn't going to cut it in this lab



(+) You get lots done
 (-) You forget your spouse's name


Demi God



(+) Power, prestige, better job prospects
 (-) You never see them


Psycho

WHAT DO YOU MEAN YOU MADE A MISTAKE!?



(+) Keeps you on your toes
 (-) Scary

Small Town Grocer



(+) Happy with his own little niche
 (-) Little Ambition

Rising Star



(+) Exciting Ride
 (-) Not much room for you

Control Freak

Why didn't you use 25mM NaCl in the second wash?



(+) Knows exactly what experiment you're doing
 (-) Knows exactly what experiment you're doing

Science Wonk

Why don't you try this new reverse gyromagnetic amplifying DOR technique?



(+) Knows everything about science
 (-) He's a total geek

Laid-Back

Make it quick, I've got a 2:00 tee-time



(+) Leaves you alone
 (-) Doesn't care about your results



Question for Discussion



- What mentorship traits/qualities have you found to be most effective? And which ones are least useful?



Making the Most of Mentors: A Guide for Mentees

- Apply "managing up", a corporate concept, to academic medical settings both to promote effective, successful mentoring and to make a mentor's job easier.
- Managing up requires the mentee to take responsibility for his or her part in the collaborative alliance and to be the leader of the relationship by guiding and facilitating the mentor's efforts to create a satisfying and productive relationship for both parties.



Making the Most of Mentors: A Guide for Mentees

- Takes ownership and directs the relationship
- Lets the mentor know what they need
- Communicates in the way that the mentor prefers
- The mentee plans and sets the meeting agenda, asks questions, listens, completes assignments, and requests feedback



Getting ready

- Clarify your values
- Identify your work style and habits
- Identify knowledge and skill gaps
 - Personal
 - Professional development
 - Skill development
- Practice management
- Academic guidance
- Research
- List specific areas
 - grant writing
 - Presentation
- Write down goals: 3 months, 1 year, 5 year



Finding a mentor . . . or two

- Meet with people you know
- Get recommendations
- Ask people you meet with who else they recommend
- Be persistent
- Find multiple mentors, both junior and senior people



Things to look for in a mentor

- Is available and accessible
- Provides opportunities and encourages mentee to take risks
- Helps mentee develop own agenda
- Has prior mentoring experience



The first meeting

- Go in with a plan
- Market yourself
- Articulate your needs
- Ask permission for future interactions
- Follow up with a summary email or thank you with the plans



Cultivation

- Agree on objectives and a structure
- Define frequency of meetings
- Identify responsibilities
- Determine mechanisms for feedback
- Ensure confidentiality



Managing up

- Take ownership of the relationship
- Express needs in a direct manner
- Set and stick to a goal schedule
- Help the mentor understand what they need to do to be able to be helpful
- Define success



Meeting strategy

- Social opening
- Agenda negotiation
- Goal setting
- Discussion of specific topics
- Closing
 - Summary and plans for the next meeting



Separation

- Talk about when the relationship should end
- Talk with your mentor about next steps
- Talk about future mentors



Create your own action plan!

Define your 3 month goal(s)	Who are your mentors?
Define your 1 year goal(s)	Identify which of your goals need help from a mentor
Define your 5 year goal(s)	Identify mentor and goal pairs

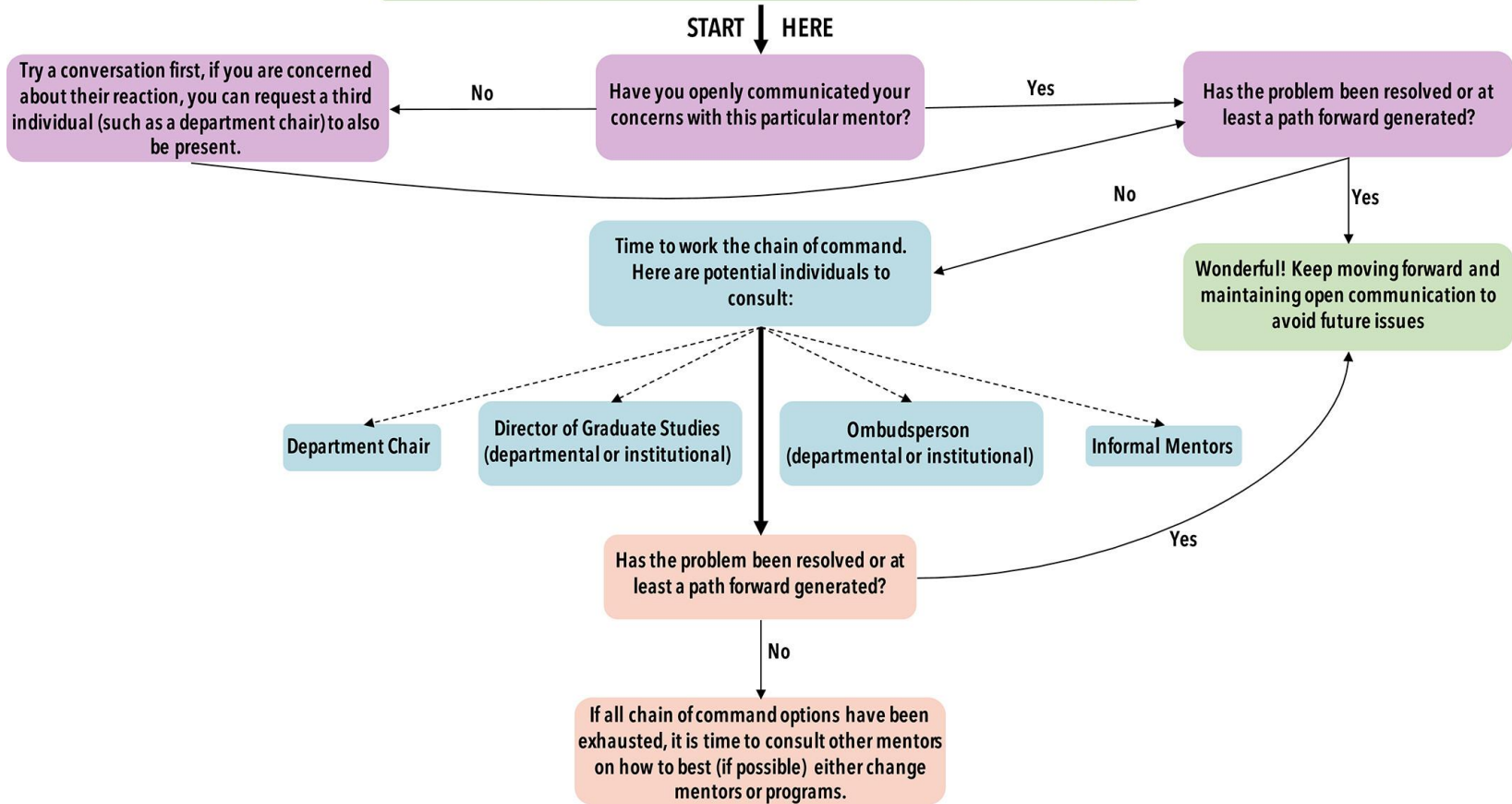


Action Plan

- Be realistic
- Rank order importance
- Do you need additional mentors?
- Proceed and stick to the path
 - But don't be afraid to modify along the way



What to do if your formal mentor-mentee relationship isn't working



“A life is not important except
in the impact it has on other
lives”

Jackie Robinson



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Take Away Points

- Resilience requires personal security and growth
- Compassion arises from internal strength

- Both resilience and compassion grow with mentorship
- A good mentor furthers the mentee's goals
 - Results in personal growth, self-worth
 - Sets stage for mentee to grow into mentorship role

