

Effective Mentoring Is Up to You! The Role of the Mentee

Maryellen E. Gusic MD



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

Dr Gusic has documented that she has no financial relationships to disclose or Conflicts of Interest (COIs) to resolve.

She has also documented that her presentation will not involve discussion of unapproved or off-label, experimental or investigational use.



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

Acknowledgements

Some content was developed in work done with the following colleagues:

Luanne Thorndyke MD

Robert Milner PhD

Miriam Bar-on MD



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

What you should be able to do after participating in this session:

- List expectations for a mentoring relationship
- Define tasks for a mentee to navigate the relationship
- Use functional mentoring as a framework to identify and work with a mentor



Dyad Exercise – Large Group Report Out

1. What do you expect from a mentoring relationship?
2. What should the mentor “bring” to the relationship?

What are her/his role(s)/tasks in the relationship?



What should a mentee “bring” to the relationship?



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

Making a mentor's job easier and ensuring success

- “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 for both parties.”

Zerzan JT, Hess R, Schur E, Phillips RS, Rigotti N. (2009) Making the Most of Mentors: A Guide for Mentees. Acad Med 84(1): 140-144.



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

What a mentee should “bring” to the relationship?

- Active participant in relationship
 - Articulates goals
- Takes ownership
 - Identifies gaps/Defines needs
 - Lets mentor know what he/she wants
- Directs relationship
 - Establishes framework (domain, scope, boundaries)
 - Negotiates logistics
 - Provides feedback about relationship



How should you look for mentors?



SCHOOL OF MEDICINE

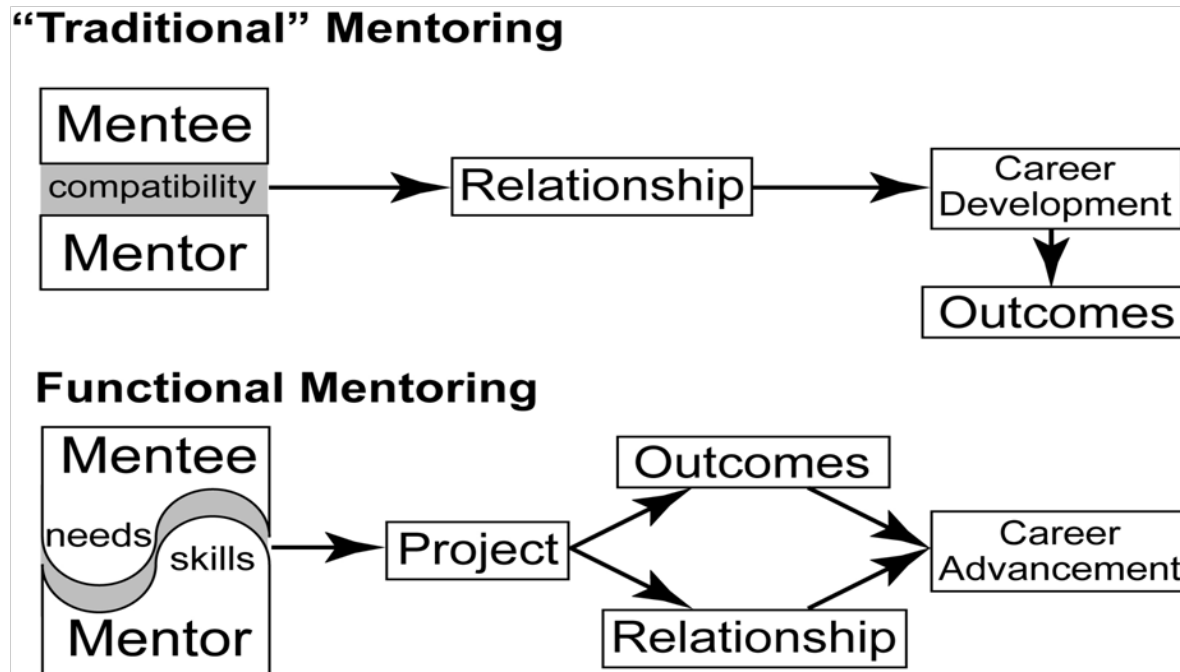
INDIANA UNIVERSITY

Use reflective practice to guide your professional development

- What attributes do you respect/value in professional relationships?
- Do you have personal preferences for the relationship?
- Do you have work habits that fits with a certain “style” of mentoring?
- Do you have work style preferences for the relationship?



Functional Mentoring* is an alternative paradigm to traditional models of mentoring



* Thorndyke L, Gusic M, Milner R. (2008) Functional Mentoring: A Practical Approach with Multilevel Outcomes. JCEHP, 28(3):157-164.



SCHOOL OF MEDICINE

INDIANA UNIVERSITY

Selection of the mentor is purposeful & directed by need of mentee

- Pairing of mentee with a mentor who has specific expertise to guide the mentee's project
- Role and expectations for mentor clear and explicit:
 - relationship is goal-directed
- Effectiveness and impact measured by work product of pair
 - Tangible outcome(s) expected; define success



Initiating the relationship: A planned and thoughtful “ask”

- Come prepared
- Communicate in a straight-forward manner
 - Express your needs
 - Be honest about your experience/expertise
 - Be clear about what you want from the mentor
- Share critical deadlines
- Ask about mentor’s preferred work habits and modes of communication



Negotiating the relationship

- Agree on objectives and structure
 - Plan and set meeting agenda
 - Create timeline with benchmarks and due dates
- Be proactive --Ask questions
- Be explicit about needs/requests of mentor
 - Consider what the “return on investment” is for the mentor
- Ask for feedback
 - Listen and respond
- Complete tasks....***on time!***



Ending the relationship

- Regularly assess and discuss goals
- Communicate honestly
- Talk about next steps
- Ask for recommendations for other mentors
- Keep the door open to future collaboration



Personal planning exercise



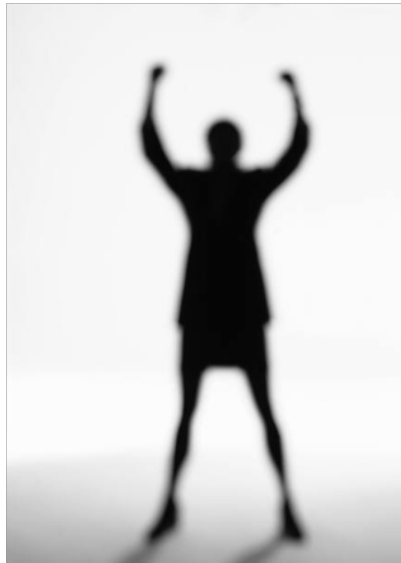
SCHOOL OF MEDICINE

INDIANA UNIVERSITY

Take charge of your professional growth

“Action is the foundational key to all success.”

--Pablo Picasso



SCHOOL OF MEDICINE

INDIANA UNIVERSITY