



Mentoring, Advising, Networking, and Professional Coaching: Do You Need All Four?

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Disclosures

- **Dr. Spector has documented that she has no financial relationships to disclose or Conflicts of Interest to resolve.**
- **She has also documented that her presentation will not involve discussion of unapproved or off-label, experimental or investigational use.**

Reflection

- **Spend one minute thinking about someone who has had a significant influence on your career**
- **What was it that was so influential?**
- **How would you describe the relationship?**
- **Be prepared to share with a new colleague**



Objectives

- **List the differences between advising and mentoring**
- **Describe how professional development requires a variety of professional relationships**
- **Name three types of networking and how they relate to your professional role**

Do You Need All Four?



Descriptions and Differences: Advising and Mentoring

- **Advisors**

- Are task-oriented
- Provide specific instruction, information, or direction such as:
 - Thesis or research advisor
 - Faculty advisor
 - Section chief
- Engage in short term relationships

- **Mentors**

- Are mentee-focused
- Foster personal and professional growth of the mentee / protégé
- Facilitate other professional collegial relationships
- Engage in long term relationships

Professional Relationships

- **Evolve over time**
 - Roles change
- **Require multiple mentors to meet professional development needs**
 - Portfolio of mentors and advisors
- **Inventory your needs**



Context of Academic Life

- **Increasing complexity**
 - Faculty with multiple roles
 - Turnover of leadership
 - Changing incentives
 - Accountable care organizations loom on the horizon
- **Constant change**



Mentoring provides stability, grounding, and the opportunity for professional growth

Determinants of Academic Success

- **Environmental**
 - Productive peers
 - Available mentors
- **Colleagues**
 - Professional relationships
 - Network of colleagues



Bland CH. *Academic Medicine* 1992; 67: 385-397.

Hitchcock MA. *Academic Medicine* 1995; 70: 1108-1116.

Models of Mentoring

- **Traditional dyadic mentoring**
- **Facilitated peer group mentoring**



Traditional Dyadic Mentoring

- **Mentor / Mentee**
- **Creating dyads**
- **Common interests**
 - **Academic**
 - **Career goals**
 - **Clinical work**
- **Availability**
- **Geography**
- **Requires commitment and flexibility**



Facilitated Peer Group Mentoring

- **Senior mentor**
 - Content expert
 - Skilled coach
- **Peer group**
 - Common interests
 - Common project often unifies the group
 - Ideal size less than 10
- **Networking / relationships - added benefit**
 - Synergy for academic productivity

Pololi LH. Academic Medicine. 2002; 77: 377-384.

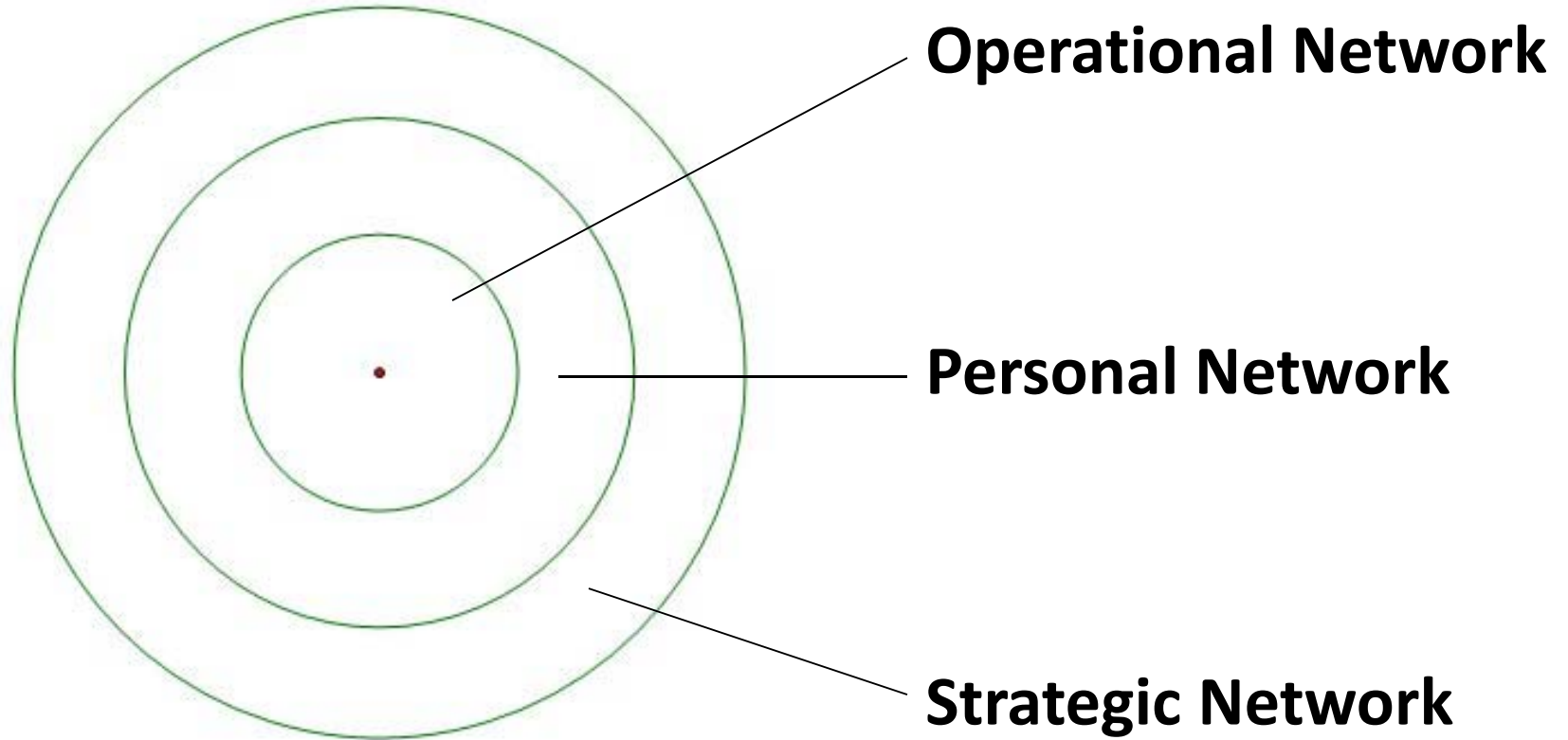
Pololi LH. Journal of General Internal Medicine. 2005; 20: 866-870.

Definition: Networking

- Meeting people
- In a professional context:
 - Meeting people within your field
 - Meeting people outside your field



Networking: Circles of Colleagues



Operational Networking

- **Relationships within your institution**
 - Common projects
 - Peers
 - Superiors
 - Subordinates
- **What we do to accomplish our work**



Personal Networking

- **Relationships outside of your institution**
 - Not specific to your task and activities
 - Professional organizations
 - Alumni groups
- **What we experience in common in our professional work**



Strategic Networking

- **Relationships both internal and external to your institutions**
 - Political and powerful
 - Diverse affiliations and backgrounds
 - Key to understanding forces and trends that impact our profession
- **What we need to do**
 - Stay abreast of and lead change



Definition: Coaching

- **Coaches**
 - Provide specific instruction
 - Assist at improving performance
- **In a professional context:**
 - Assist with professional development
 - Focus on professional position



Professional Coaching

- **Executive coaching for health professionals**
- **Shared goals and accomplishments**
 - Rising leader
 - Organization itself
 - Leader's role
- **Contractual relationship**
- **More to follow**



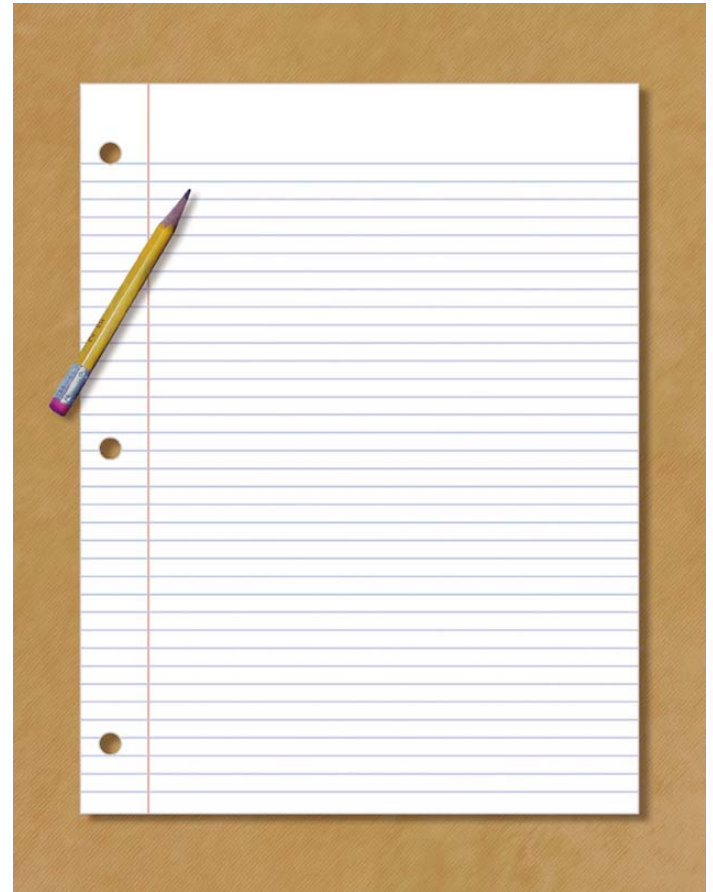
Do You Need All Four?

	Yes	No
	v	v
Mentoring		
Advising		
Networking		
Professional coaching		



Homework: Your Professional Network

- Spend time creating a list of mentors, advisors, and colleagues, including a professional coach
 - You are at the center
 - Include current and potentially helpful mentors and colleagues
 - Within your institution
 - Outside your institution
 - Indicate their relationship to you



What Do You Aspire to Achieve?



**How will mentoring, advising,
networking, and professional
coaching help you?**

