Finding a Mentor

Rolf Stahel
University Hospital of Zürich

Obligations of an academic and clinical oncologist: Historical reflections

- Professionalism
- Patient care
- Stewardship
- Maintenance of knowledge
- Productivity
- Mentorship: Finally, the academic oncologist/clinician has an obligation to mentor. Mentorship is a personal developmental relationship in which a more experienced or more knowledgeable person helps a less experienced or less knowledgeable person.

3 | Mentorship

- The etymology of mentorship rooted in Homer's Odyssey where the character Mentor is entrusted with teaching and oversight of Osysseus son Telemachus during the Trojan war. Athena visited and advised Telemachus disguised as Mentor to hide herself from suitors of Telemachos mother Penelope.
- Training system under which a senior or more experienced individual (the mentor) is assigned to act as an advisor, counselor, or guide to a junior or trainee. The mentor is responsible for providing support to, and feedback on, the individual in his or her charge.

4 Identifying the right mentor: Important attributes

- Availability
 - Regular meetings
 - Open door and email reply
 - Travelling mentors with good time management skills
- Being able to relate to the mentee's needs
 - Understanding of the mentee's position and goals for transition
- Enhancing personal growth
 - Creating an environment where the mentee can express their thoughts and feelings and can develop
 - Protection from toxic superiors or and peers

5 | Demystifying mentorship

Principles to remember

Do:

- Build a cadre of people you can turn for advice when needed
- Nurture relationships with people whose perspectives you respect
- Think of mentoring as both a long-term and short-term arrangement

Don't:

- Assume that because you are successful or experienced in your field you don't need a mentor
- Relay on one person to help you in your career
- Expect to receive mentoring without providing anything in return

61 Identifying the right mentor: The 3 C's of an effective mentor

Competence

- Professional Knowledge and Experience
- · Respect
- Interpersonal Skills and Good Judgement

Confidence

- Shares contacts and resources
- Allows protégé to develop his/her own terms
- Demonstrates initiative and takes risk
- · Shares Credit

Commitment

- Invests time, energy and effort to mentoring
- Shares personal Experiences

Wadhwa, Current Probl Diagn Radiol, 2017

7 Identifying the right mentor: A mentoring quiz

Question	Score			
Having a mentor has helped build my confidence and satisfaction with	0-5			
my professional career		Score	Interpretation	Suggestions for future
	0-5	.5		improvement
development as well as personal well-being	0.5	51-70	Excellent! You are in an effective	Keep up the great work and
My mentor's interactions with me are driven by a specific learning agenda identified by me, and not the organizational or his/her own needs	by me, and not the organizational or his/her own have fully benefit relationship in pe		mentoring relationship and have fully benefit from this relationship in personal and	read on for some more thoughts about maintaining an excellent mentoring
I feel that the content of our conversations is completely confidential	0-5		professional development.	relationship.
I am able to give my feedback to my mentor in an honest, direct and respectful manner	0-5		Strong work! You are a good mentor or mentee, but you sometimes experience problems understanding each	Take some time to rethink your communication method and focus on sharing accurate feedback in a timely fashion.
We practice active listening skills and agree to disagree on some points	0-5			
I can openly share my concerns, insecurities and doubts with my mentor			other's needs.	
I am free to admit my mistakes and errors without the fear of being	0-5	0.20	Year and to condo on this Year and	Dead on Consequent to the Cons
penalized	0.5	0-30	not benefiting from this	Read on for some great tools for improving existing and identifying new mentoring
We meet on a regular basis, being thoughtful about each other's time	0-5 0-5		relationship and should	
I consistently follow through on commitments made in this relationship My mentor is open to hearing new ideas and perspectives	0-5 0-5	consider improving the existing	relationships.	
I openly show appreciation and gratitude towards my mentor	0-5		or finding a new mentoring relationship.	
I have identified an action plan in consultation with my mentor with	0-5		•	
realistic objectives and measurable outcome				
My mentor encourages and motivates me to move beyond my comfort	0-5	Wá	adhwa, Current Probl	Diagn Radiol, 2017

81 Six things every mentor should do

Choose mentees carefully

Avoid a mentee with lack of commitment

Establish a mentorship team

Co-mentors give your mentee a fallback position

Run a tight ship

Accountability is not optional

Head of rifts ... or resolve them

- Mentors must recognize that disagreements and misunderstandings are almost inevitable and that the mentor, not the mentee is responsible for avoiding and repairing rifts
- Do not commit mentorship malpractice
- Prepare for transition

9 | Mentorship malpractice

Table. Diagnosing and Treating Mentorship Malpractice

	Phenotype	Underlying Pathology	Diagnostic Symptoms and Signs	Complicit Mentee Acts	Potential Countermeasures
Active Mentorship Malpractice	The Hijacker	Self-preserving behavior related to string of failures.	Academic and intellectual insecurity, financial challenges, limited creativity, fear of being overtaken by others.	Sacrifice first-author positions; name mentor as principal investigator on projects.	Quick and complete exit. There is no way to protect yourself in this relationship.
	The Exploiter	Self-serving philosophy with tendency to self-worship; promotes personal interests over mentees.	Assignment of tasks such as supervising staff, managing projects unrelated to mentee. Believes mentee should be privileged to work with them.	Willing to accept nonacademic chores that support mentor rather than self.	Trial of firm boundary setting and use of additional mentors to evaluate requests. If or when mistrust ensues, exit the relationship.
	The Possessor	Anxious personality with powerful feelings of inadequacy, fears loss of mentee to others.	Specific instructions to not engage with other mentors or collaborators; constant supervision of mentee activities.	Foster isolation by following mentor demands; misinterpret undivided attention.	Insist on a mentorship committee; confront mentor with concerns regarding siloed approach.
Passive Mentorship Malpractice	The Bottleneck	Internal preoccupation coupled with limited bandwidth or interest to support mentee growth.	Often busy with own tasks or projects; limited time to meet face-to-face; inadequate response to requests for help; delays in feedback.	Allow the mentor to set timelines; facilitate behavior by silence or lack of insistence on clarity/detail.	Set firm deadlines and be clear about what happens on those deadlines; follow through with action and articulate frustration with mentor inability to prioritize.
	The Country Clubber	Conflict-avoidant personality, needs to be liked by colleagues; values social order more than mentee growth.	Avoids advocating for mentee resources such as staff, protected time; discourages mentee from similar debates.	Fail to ask mentor to advocate for mentee.	Develop a mentorship team so other mentors may engage in conflict on your behalf. Approach conflict/debate with focus on impact if not addressed.
	The World Traveler	Academic success fueling personal ambitions, travel requirements, desire for fame/appreciation.	Internationally renowned, highly sought-after for speaking engagements. Limited face-to-face time due to physical unavailability.	Accept lack of mentor availability; fail to connect with mentor via alternative methods of communication.	Establish a regular cadence of communication. Reserve time well in advance for in-person meetings. Use alternative methods for communication.

Chopra, JAMA 2016

10 | What best mentors do

Put relationship before mentorship

• Well designed programs are no substitute for a genuine, intercollegial relastionship

Focus on character rather than competency

 Best leaders go beyond competency, focusing on helping shape other people's character, values, self-awareness, empathy, and capacity for respect

Shout loudly with your optimism, and keep quiet with your cynicism

· Mentors need to be givers of energy, not takers of it

Be more loyal to your mentee than you are to your company

 Leadership is a duty an service to others. Don't seek only to uncover your mentees strength; look for their passion too

11 | Mentee missteps (1)

Table. Diagnosis and Treatment of Mentee Missteps

			Potential Solutions	
Phenotype	Description	Diagnostic Signs	Mentee	Mentor
Conflict Averse				
The Overcommitter	Lacks the ability to say no. Ends up overcommitted and underproducing.	Résumé is filled with a host of committees, volunteer roles, etc, yet few have resulted in academic products such as publications.	Learn to use your mentor or allocated effort as a reason for saying no. Before saying yes to a project, determine which project is now getting a no.	Add new items to this mentee's list only after old ones are completed. Have mentee identify his or her career goals, then stick to projects that align.
The Ghost	Appears extremely enthusiastic and energetic, but then disappears without a trace and without notice—especially when problems arise.	Mentee may agree to assignments but fail to follow up. When questions regarding project deadlines arise, the mentee avoids discussion.	When uninterested, suggest an alternative person who may be interested. Address issues early. To reduce anxiety, be prepared with a planned solution.	Mentees should gauge their true interest in new projects and be allowed to decline. Set goals to address problems forthrightly, and praise mentees for their candor when issues raised.
The Doormat	Mentee is on the receiving end of a manipulative mentor. The mentee's energy is used for things that do not further their career, or for which they do not receive credit.	Mentee spends time on work unrelated to their own career. Review of mentee's progress shows few first-authored papers in mentee's field of interest.	Ask directly how new projects align with goals. Trial of setting goals and boundaries. Seek new mentors. Establish a mentoring committee.	Before assigning a project to a mentee, evaluate if it is in their best interest. Allow mentees to use you as an excuse not to participate in another's projects.

Vaughn, JAMA 2017

12 | Mentee missteps (2)

Table. Diagnosis and Treatment of Mentee Missteps

			Potential Solutions	
Phenotype	Description	Diagnostic Signs	Mentee	Mentor
Confidence Lacking				
The Vampire	Mentee requires constant attention and supervision, leaving mentors drained and empty.	Mentee requests approval or clarification for every step of a project, regardless of prior or similar discussions. Lacks conviction; pivots to mirror mentor.	Recognize and embrace feelings of insecurity; talk with other junior faculty likely struggling with similar decisions. Before taking questions to a mentor, vet a solution with a colleague.	Set clear goals and boundaries, including what questions require approval and what do not. Have mentees "put their nickel down" when asking for help.
The Lone Wolf	Assertive, self-motivated, and determined; prefers working alone; believes mentorship is a luxury, not a necessity.	Does not trust others or is afraid to ask for help. Does not work well as part of a team.	Realize that asking for help is critical for learning, not a sign of weakness. Appreciate that working with a team is a key skill for success.	Be specific in things that can be done with and without mentor consultation. Define the mentee's role, as well as the role of other team members.
The Backstabber	This mentee rarely fails, but when this does occur, makes excuses or assigns blame to others rather than to personal missteps.	People who work with this mentee once often don't want to do so again. Has difficulty accepting responsibility for any mistake; avoids negative feedback.	Reframe mistakes as a learning opportunity. Make giving credit and accepting responsibility a daily goal.	Emphasize that honesty, not perfection, is critical in a mentee. If mentee cannot accept this responsibility, seek a new mentee.

Vaughn IAMA 2017



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Build trust with your mentor

Over time mentors can develop into sponsors who use their status and clout to create opportunities and make connections for you. Before your mentor will sponsor you, she needs to trust that you are reliable and a bet worth making. To build trust, always follow through on what you say you're going to do and always do your very best work. When you're consistent over time, you build valuable trust with your mentor—and your coworkers.



Don't just mentor—sponsor!

The best mentors go beyond mentorship and advocate for their mentees. Start by understanding your mentee's career goals, then think through her best path forward and how you can help. Endorse her on social media. Recommend her for a high-profile project. Introduce her to people in your network. Find ways to open doors for her and invest in her success.

https://leanin.org/tips/mentorship#mentorTip4

14 | Sponsorship

• Sponsoring really is a very targeted thing. It has to do with fighting to get somebody a promotion, mentioning their name in an appointments meeting, and making sure that the person that you're sponsoring gets the next assignment, and gets visible and developmental assignments.



SPONSOR

Someone who vouches or is responsible for a person; who makes a pledge or promise on behalf of another within the company

- Believes in your potential and is willing to bet on you
- Vested in future progression
- Encourages you to take risks and has your back
- Expects a great deal from you (performance and loyalty)

ADVICE

MAKES INTRODUCTIONS

GIVES FEEDBACK

GUIDANCE

MENTOR

A trusted counselor or guide from inside or outside of the company; someone who teaches or gives help and advice

- Experienced person
 who is willing to help and support you
- Builds your confidence and provides a sounding board
- Offers empathy and a shoulder to cry on
- Expects very little in return

