Habits for effective mentoring

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NO CONFLICTS TO DISCLOSE
So you found out you are a mentor

Diagram showing the components of mentoring:
- Motivation
- Advice
- Training
- Success
- Direction
- Goal
- Support
- Coaching
MENTORS ARE NOT BORN BUT DEVELOPED!
REFLECT ON YOUR OWN MENTORING EXPERIENCE
Some Characteristics of a Good Mentor

- Empathy and emotional intelligence
- Able to translate own experience to needs of protégé
- Can maintain boundaries
- Patient (with sense of humor)
- Comfortable as role model
- Honest, candid and open
- Able to separate when time
How do you develop yourself?

– Understand your communication and learning style
– Develop active listening skills
– Enhance skills in giving and receiving feedback
– Manage time and effort
Some effective mentoring strategies

• Mentorship meetings and pre-agreed agenda
• Periodic priority setting
  – Ask clarifying questions
• Time management
  – Work life integration
• Protecting mentees from “dys-opportunities”
  – How and when to say “No” (nicely)

Mentoring for Career Development (promotion, protection, job prospects)

- Review CV and milestones in academic progress
- Creation and maintenance of teaching file
- Teach culture of institution
- Help build a professional network
- Provide exposure and visibility
- Coach toward promotion
- Provide protection
Mentoring for research

• Promote continued acquisition of research skills
• Encourage presenting research findings at national meetings
• Ensure the completion and submission of manuscripts
• Assist in networking
• Assist in presentations
• Guide in obtaining extramural funding
Mentoring for teaching skills

• Encourage shadowing of role models
• Provide feedback after direct observation
• Encourage participation in teaching skills workshops
Mentoring for Life-Work Integration

• Explore values
• Listen without judgment
• Demonstrate trust
• Provide support including role modeling and sharing of experience
• Counsel
• Provide acceptance and confirmation
Special considerations

• Members from URMM groups
  – Small number of role models
  – Importance of outside mentors and networks

• Women and implicit bias
When it's not working...
<table>
<thead>
<tr>
<th>Features of Failure</th>
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<tbody>
<tr>
<td>Poor Communication</td>
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<tr>
<td>Lack of Commitment</td>
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<tr>
<td>Personality Differences</td>
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<tr>
<td>Perceived/Real Competition</td>
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<tr>
<td>Mentor’s Lack of Experience</td>
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Mentorship in trouble

• Trouble from failing to meet agreements
• Trouble from abuses of power
  – Subversion of mentees interests to serve mentor
  – Theft of authorship
  – Theft of ideas
  – Bullying
  – Sexual harassment
• Trouble from true love on an unequal footing
Needs of mentors

• Clear expectations of roles
• Acquire enhanced listening and feedback skills
• Awareness of culture and gender issues
• Awareness of professional boundaries
• Balance support and challenge mentees
• Mentors need support and recognition
• Continuous evaluation of the mentoring relationship

Mentoring requires

**Process**
- Trust
- Regular meetings
- Mutual understanding of each other’s roles
- Reachable goals
- Discipline and focus

**From Partners**
- Patience
- Confidence in self, partner and adult development process
- Development of skills
- Energy
- TIME