Maximizing Your Mentoring Relationships
Faculty Development Day 2013

Mitchell D. Feldman, MD, MPhil, FACP
Professor of Medicine
Associate Vice Provost, Faculty Mentoring
Co-Editor in Chief, Journal of General Internal Medicine
Co-Director, Clinical and Translational Science Institute, Mentor Development Program, UCSF

Session Agenda
- Panelist Introductions
- Brief Overview of Faculty Mentoring at UCSF
- Small group discussion: “How to maximize your mentoring relationships.”
  - Investigator tracks
  - Clinical/Clinical Educator tracks
- Group Recap
- Final tips from the panel

Panelists
R. Adams Dudley, MD, MBA
- Professor in Residence, Medicine, Epidemiology & Biostatistics
- Associate Director for Research at UCSF's Philip R. Lee Institute for Health Policy Studies
- Recipient, 2013 Academic Senate Distinction in Mentoring Award, Full Professor level

Shari L. Dworkin, PhD, MS
- Associate Professor, Social and Behavioral Sciences
- Vice Chair of the Department of Social and Behavior Sciences in the School of Nursing
- Recipient, 2013 Academic Senate Distinction in Mentoring Award, Associate Professor level

Michael A. Matthay, MD
- Professor of Medicine and Anesthesia
- Senior Associate, Cardiovascular Research Institute
- Associate Director of the Intensive Care Unit at Moffitt-Long Hospital
- Recipient, 2013 UCSF Lifetime Achievement in Mentoring Award

What is a Mentor?
- COACH
- ADVISOR
- MANAGER
- CONSULTANT
- TEACHER
- COUNSELOR
- GUIDE
- ROLE MODEL

What is Mentoring?
Levinson DJ: “The Seasons of a Man’s Life.”
New York, Alfred A Knopf, 1978

- The mentoring relationship is “one of the most complex and developmentally important” in a person’s life.
- The mentor will . . . “assist and facilitate the realization of the dream.”

Mentoring is
“A dynamic, reciprocal relationship in a work environment between an advanced career incumbent and a beginner aimed at promoting the development of both.”

Focus on Career Mentoring: Assist mentee to set goals based on values, skills, interests and opportunities

Mentor as Role Model
- A person considered as a standard of excellence to be imitated (Wright, et al)

Mentor as Teacher
- Educate mentee about research content and methods
- Clinical/teaching skills
- How things work
- How to succeed

Mentor as Superhero
- Protector
  - To protect = Protogère
- Advocate

“Mentor can manipulate the world around him with his mind.”

Mentor as Advisor and Guide
- ‘a trusted counselor or guide’
- Self reflection and value clarification

Mentoring Team

1. Career Mentor
2. Research Mentor
3. Co-Mentor(s)
4. Mentee
5. Peer Mentors
6. Advisors
Creating a Culture of Mentorship at UCSF

- http://academicaffairs.ucsf.edu/ccfl/faculty_mentoring_program.php

Creating a Mentoring Culture at UCSF

- All junior faculty should have a career mentor
- Mentoring Facilitators oversee mentor/mentee pairs
- Mentoring counts in advancement and promotion at UCSF

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<tr>
<th>Year</th>
<th>Faculty Type</th>
<th>Mentoring Role</th>
<th>Mentoring Focus</th>
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<td>1985-2010</td>
<td>Assoc. Prof, BC, SRF</td>
<td>Research and Academic Development</td>
<td>Faculty Development</td>
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<td>1977-2001</td>
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- Mentoring Awards created, mentor training, evaluation of mentoring...

Mentor Consultation Service

Successful and Failed Mentoring Relationships

Characteristics of successful and failed mentoring relationships: A qualitative study across two academic health centers

Straus, Sharon; Johnson, Mallory; Marquez, Christine; Feldman, Mitchell

DOI: 10.1097/ACM.0b013e31827647a0
Small Group Discussion

- 2-3 small groups
- Introductions
- How to find an appropriate mentor
- How can mentees maximize their mentoring relationships
- How to be a more effective mentee
- One person please serve as scribe.

Characteristics of Successful Mentoring Relationships

- Reciprocity
  - It’s got to be a two-way street. It can’t just be a one-way giving relationship because then it’s just going to burn out.
- Mutual Respect
- Clear Expectations
  - “It’s helpful to set up sort of those guidelines in the beginning, what the mentee can expect from the relationship but also what the mentor expects...”
- Personal Connection
- Shared Values

Characteristics of Failed Mentoring Relationships

- Poor Communication
  - If there’s a lack of communication for, you know, what the mentor expects and what the mentee expects, that’s a recipe for disaster.
- Lack of Commitment
- Personality Differences
  - If the personality types are very different, the way they look at the world could be quite different.
- Perceived (or real) competition and COI
  - If there’s any other agenda or ulterior motives I think it can really poison the relationship because you’re not sure if the advice you’re getting is good for you or good for them.
- Lack of Experience/Knowledge/Skills