

# Cultivating and Effective Mentorship Experience in CQFP

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# Objectives

- Prepare mentees for a discussion with their mentors to shape expectations for working together
- Define the difference between coaching and mentoring
- Illustrate the life cycle of the mentor/mentee relationship in CQFP



# Introduction

- Pair-share for 3-4 minutes
- Share with your neighbor a mentorship relationship you had. What made it work well? What did not make it work well?
- As a mentee, what did you do to make this successful?



# The Role of Mentorship in CQFP

- Learning
- Build a network
- Develop a new perspective
- Leadership skills
- Local and global



<b>Mentee Benefits</b>	<b>Mentor Benefits</b>
Personal Growth and Development	Personal Growth and Development as a Teacher-Mentor
Networking	Developing a Personal Network
Enhance Productivity	Enhance Productivity (Mentors who work with mentees on scholarly projects may enhance their own productivity)
Career Advancement and Promotion	Promotion (Mentoring counts toward criteria for promotion in most academic centers)
Career Satisfaction	Career Satisfaction

*Adapted from Detsky AS, et al,<sup>2</sup> Ludwig S & Stein R<sup>3</sup>*

Aylor M, Cruz M, Narayan A, et al. Optimizing your mentoring relationship: a toolkit for mentors and mentees. *MedEdPORTAL*. 2016;12:10459. [https://doi.org/10.15766/mep\\_2374-8265.10459](https://doi.org/10.15766/mep_2374-8265.10459)



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# Mentorship in CQFP

## Benefits

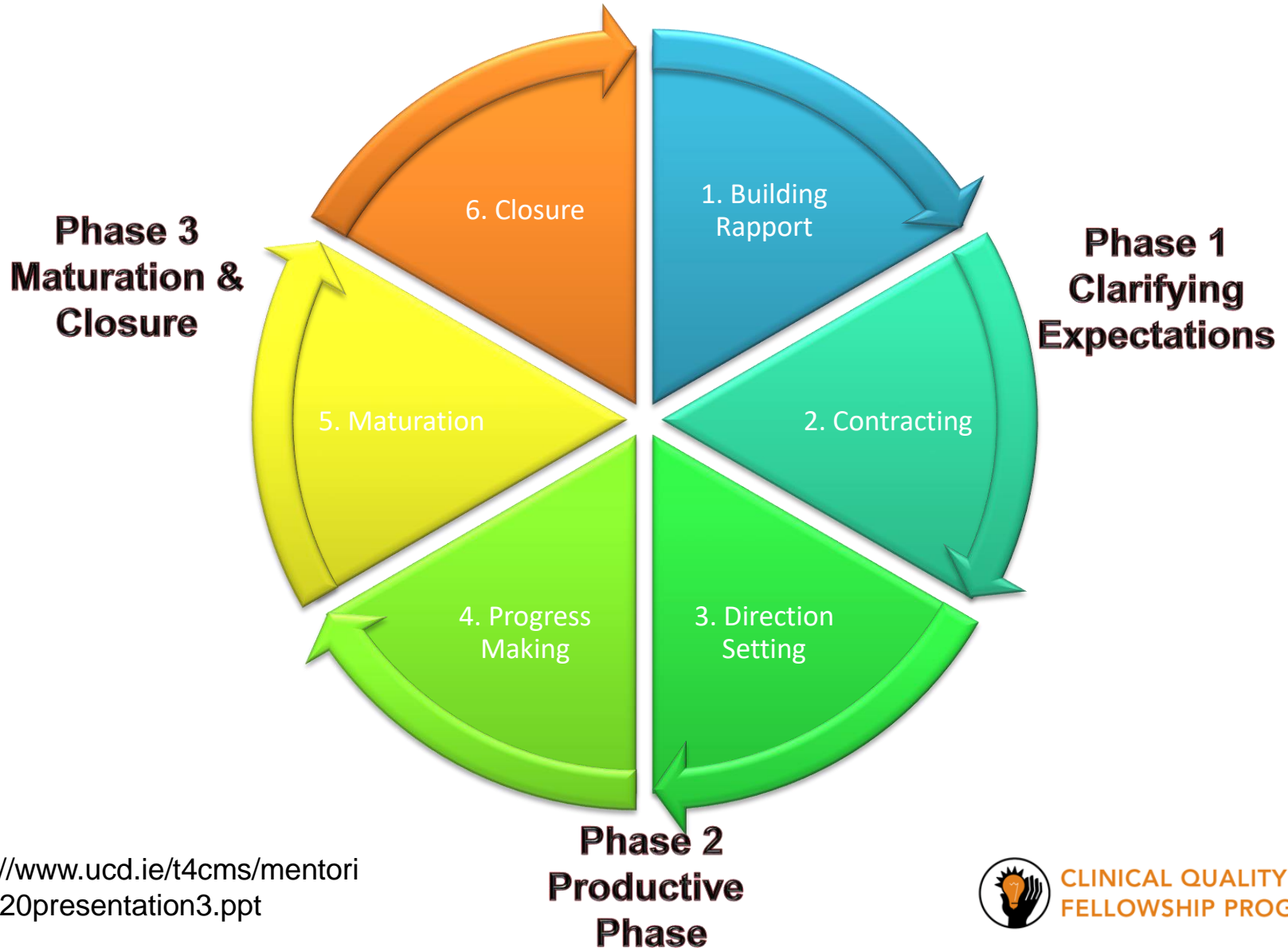
- Advocacy
- New perspective
- Vault of experience
- Role modelling
- Coach and mentor

## Challenges (or a benefit?)

- Inside versus outside your organization
- Generational differences
- Busy
- Short time frame
- Coach vs mentor?



# Mentoring Cycle



# Mentoring vs Coaching

Mentoring	Coaching
Focus on career or personal objectives	Focus on task objectives
Long term needs	Short term needs
Development driven	Performance driven
Informal, mentee driven	Formal, regular
Mentee driven	Agenda co-created
Usually informal and unscheduled meetings can be set according to mentee need	More structured and Formal
Mentor is aware of the organization role and posses a big view of the mentee' role in the organization	Coach does not have to be aware of the coachee's occupational role





# Behaviors for a Successful Relationship

- Clarify what you need
- Under promise and over deliver
- Mind your mentor's time
- Be aware of pitfalls
- Be engaged and energized



## 10 Tips to be a Successful Mentee

1. Drive the relationship (“Mentee- Driven” Mentoring Relationships). Know what you want from the mentor-mentee relationship. Tell your mentor how he/she can be helpful to you. ★
2. Define your goals. ★
3. Invest enough time in the relationship. Make your mentor meeting a priority. ★
4. Develop an agenda (or list of questions) for each mentor meeting. ★
5. Be open to another viewpoint, to learn new skills, or to suggestions. ★
6. Ask your mentor for feedback periodically. ★
7. Reflect on feedback your mentor gives you. What are you doing well? In what ways can you improve? ★  
Develop an improvement plan.
8. Take advantage of opportunities your mentor offers you if it fits your career goals. For example, taking on a volunteer role in an organization may lead to national recognition.
9. Even introverts need to network. Go to a meeting with your mentor and ask your mentor to introduce you to people that you might want to collaborate with or who have similar interests.
10. Tell your mentor how much the relationship has helped you or how much you appreciate the advice that has been given. Regularly update your mentor on your successes and explain how your mentor’s work contributed. ★

*Adapted from Lugwig S, Stein R<sup>3</sup> & Zerzan JT, et al.<sup>4</sup>*



# Cross Cultural Mentoring

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Cross-cultural mentoring involves an ongoing, intentional, and mutually enriching relationship with someone of a different race, gender, ethnicity, religion, cultural background, socioeconomic background, sexual orientation, or nationality.



# Cross Cultural Mentoring

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## Mentors

- Familiarize yourself with the individual needs of your mentee.
- Identify your own unconscious bias.
- Acknowledge the impact of race/ethnicity and/or gender on your mentee's career.
- Engage diverse mentees.

## Mentees

- Be open to nonracially/ethnically concordant mentors while supply is limited.
- Be proactive and build mentoring networks.
- Ask for mentorship.
- Do not depend on the mentor to drive the relationship.

Rabinowitz, L. G., Grinspan, L. T., Zylberberg, H. M., Kim, M. K., Kwah, J., & Williams, R. L. (2022). Mentoring disparities in gastroenterology: the path forward. *Gastroenterology*, 162(3), 975-977.



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# PREPARING FOR YOUR MENTORING RELATIONSHIP

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# Emotional Intelligence Competencies for Successful Mentorship

- Self-regard
- Interpersonal relationships
- Reality testing
- Optimism
- Flexibility
- Conflict management



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# Self Assessment

What drives you?

What are my goals?

Strengths and challenges?

How do I work best?

What are my mentoring needs?

**Carey EC, Weissman DE. *J Palliative Med.* 2010**



# Learner versus Judger Mindset



Automatic  
Unconscious reactions  
Win-loose  
Unconscious choices



Thoughtful  
Solution focused  
Relationship building

Maltiba, T (2016). Leveraging Emotional Intelligence to Enhance Organizational Effectiveness. Lecture slides, day 1. September 23, 2016.  
Adams, Marilee G. *Change your questions, change your life: 7 powerful tools for life and work*. Berrett-Koehler Publishers, 2004.

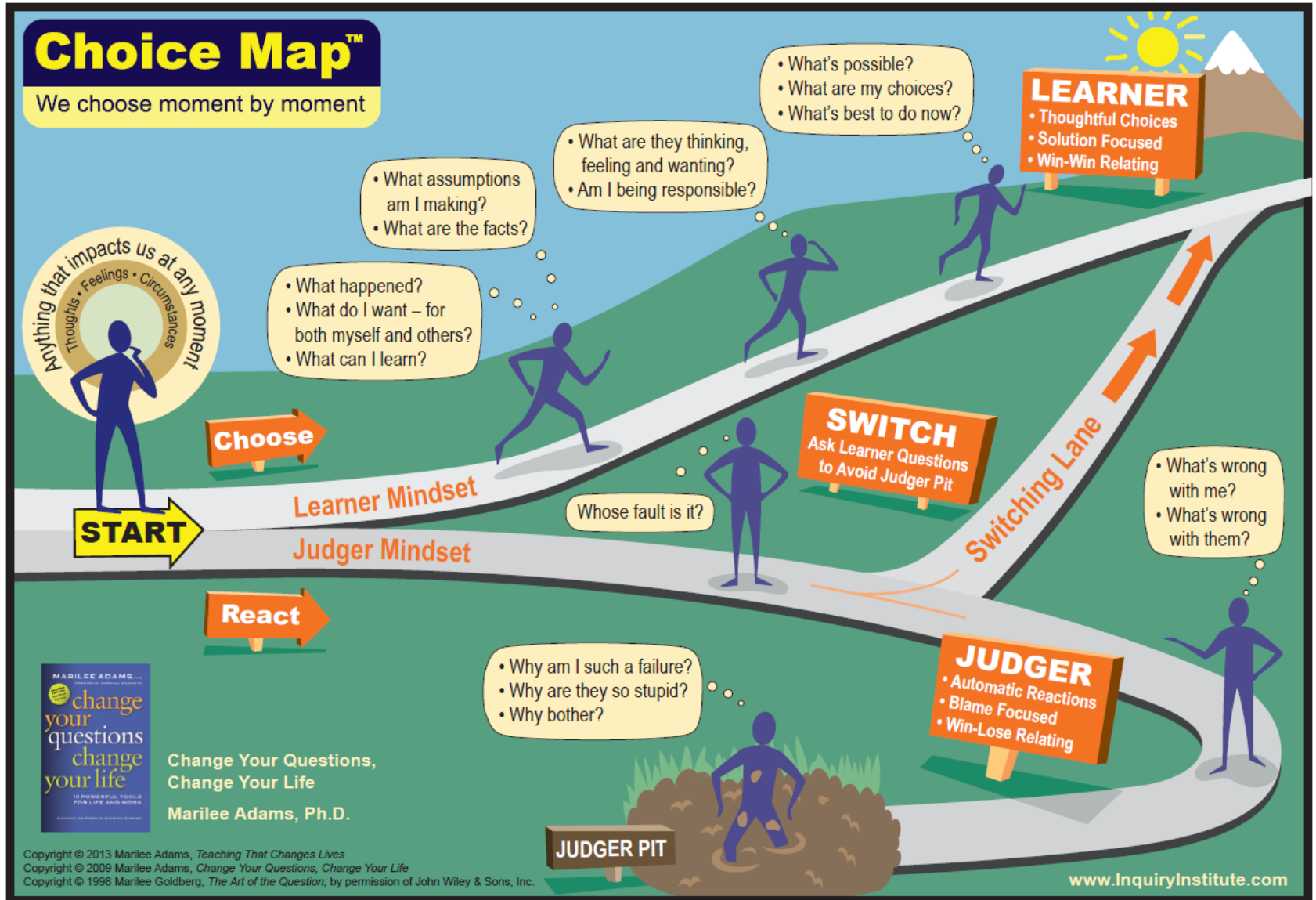


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# Choice Map™

We choose moment by moment



fixed vs growth mindset



# How to Receive Feedback

- Ask for feedback often
- Listen deeply and then ask questions
- Adapt a growth mindset
- Take credit for your mistakes

<https://open.buffer.com/how-to-give-receive-feedback-work/>



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# Generational Differences and Mentoring

- Forces: IT, social networking, connected global culture
- Prn vs scheduled
- Mentoring conflicts are due to convention.
- Are the markers of success aligned?
- Group think versus siloed communication
- Purpose versus process

Table. Mentoring Millennials: Myths, Truths, and Best Practices

Myth vs Reality	Millennials' Reasons	What to Avoid	What to Embrace
Impatient vs efficient	Accustomed to rapid information and distillation	Inertia	Innovation
Entitled vs motivated	Do not view social distinctions in hierarchy as previous generations	Hierarchy	Autonomy
Lazy vs balanced	Motivated by purpose, organizational mission, and skill over "time in rank" or traditional advancement metrics	Busywork	Purpose
Narcissistic vs empowered	Desire early advancement based on vision and deliverables	Subordinate	Leadership
Social vs collaborative	Have a greater sense of global consciousness	Uniformity	Diversity
Needy vs engaged	Used to instant responses due to social media and technology	Isolation	Community

JAMA. 2018; 320(10):1038-1038.  
 JAMA. 2018; 319(15):1547-1548.



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# CHALLENGES

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# Conflict Averse Mentee



Overcommitter

“saying no”



The Ghost

Address issues early

Be prepared with a solution



The Doormat

Ask for goal

alignment

Set boundaries

Seek new

mentors

JAMA. 2017; 317(5):475-476.



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# Confidence Lacking Mentee



## Vampire

- Recognize and embrace feelings
- Talk with others
- Vet a solution with others



## Lone Wolf

- Asking for help is critical for learning
- Team work



## Backstabber

- Reframe mistakes as learning opportunities
- Make giving credit and taking responsibility a daily goal



# Mentorship Malpractice

- Being asked to overextend yourself
- Possessive behavior
- Limited time, delays in feedback
- Lack of advocacy
- Rarely ever meet face to face





# Take Home Points

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Mentor/mentee relationships have a life cycle.

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Many benefits to this aspect of CQFP.

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Coaching versus mentorship is different.

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Plan and be prepared.

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