

CULTIVATING AN EFFECTIVE MENTORSHIP EXPERIENCE IN CQFP

Brijen J. Shah, MD

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CLINICAL QUALITY FELLOWSHIP PROGRAM

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



Mentee Benefits	Mentor Benefits
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,² Ludwig S & Stein R³

Mentorship in CQFP



Benefits

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

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 R³ & Zerzan JT, et al.⁴

Cultural Humility



- Commitment to actively engage in a life-long process of humility, continually engaged in self-reflection and self-critique [26].
- Check the power imbalances that exist by practicing patient-focused care.
- Put the mentee or protégée as the focus of our relationship
- Being inclusive and humble, means being respectful, curious and engaging in a phenomenal mentoring relationship.

Tervalon M, Murray-García J. Cultural humility versus cultural competence: A Critical distinction in defining physician training out-comes in multicultural education. *J Health Care Poor Underserved*. 1998;9(2):117–25.

Learner versus Judger Mindset



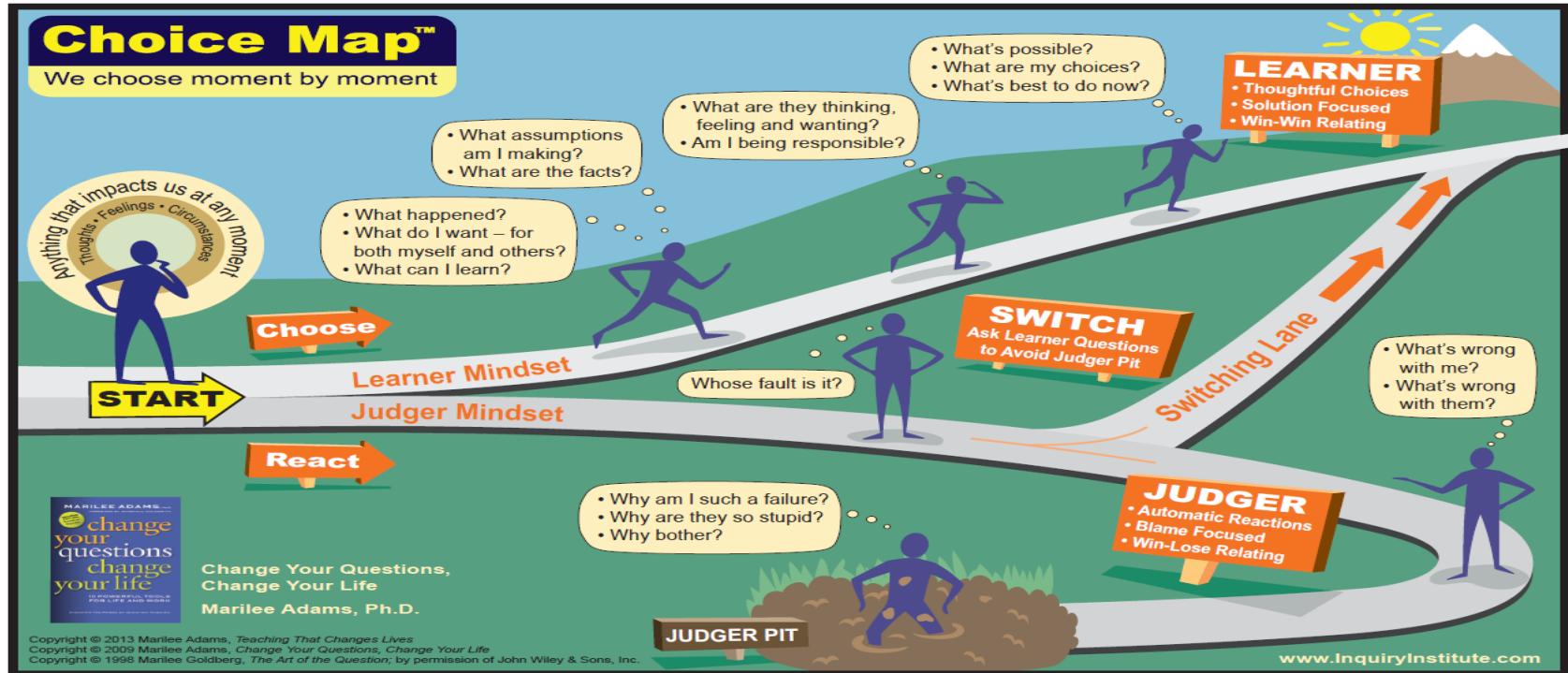
Judger

- Automatic
- Unconscious reactions
- Win-lose
- Unconscious choices



Learner

- Thoughtful
- Solution focused
- Relationship building





fixed vs growth mindset

PREPARING FOR YOUR MENTORING RELATIONSHIP

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

Emotional Intelligence Competencies for Successful Mentorship



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



How to Receive Feedback



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

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?

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

CHALLENGES

Mentorship Malpractice



Mentor

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

Mentee

- Not replying
- No follow through
- Unprepared
- Apathetic

How to ask for...



Help with a technical part of your project

- Admit to needing help
- Define the task question
- Share your current progress
- Send materials in advance

How to ask for....



Help with a challenging colleague

- Share the context
- Explain the situation
- Be open to questions

How to ask for...



Career advice

- What do you need?
- Can this person help you?
- Can this person help to expand your network?



- Build trust.
- Communicate openly and often.
- See each other as individuals.
- Take the initiative.

<https://www.aamc.org/professional-development/affinity-groups/gfa/faculty-vitae/mentoring-systems-benefits-challenges>

Take Home Points



- Mentor/mentee relationships have a life cycle.
- Coaching versus mentorship is different.
- A growth mindset will help you to engage in mentorship.
- Plan and be prepared.