

# Mentoring: Best Practices or *Practicing What You Preach?*

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# Mentoring Myths

## Mentor Myths

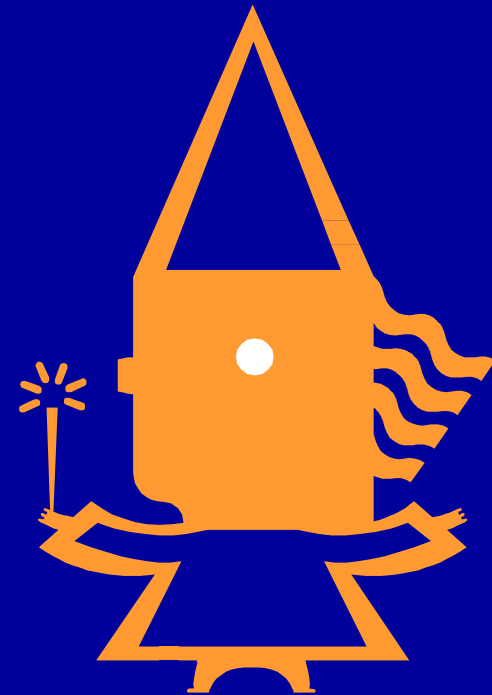
- Any one can be a good mentor
- You must select the “right” person
- You are creating a replica of yourself
- “It’s all about you”
- It is a one-way, master to novice interaction



# Mentoring Myths

## Mentee Myths

- You don't have to look for a mentor
- There is only one "right" person
- "One mentor for life"
- All mentors are good
- Your mentor is responsible solely for your career success



# Mentoring as a Partnership

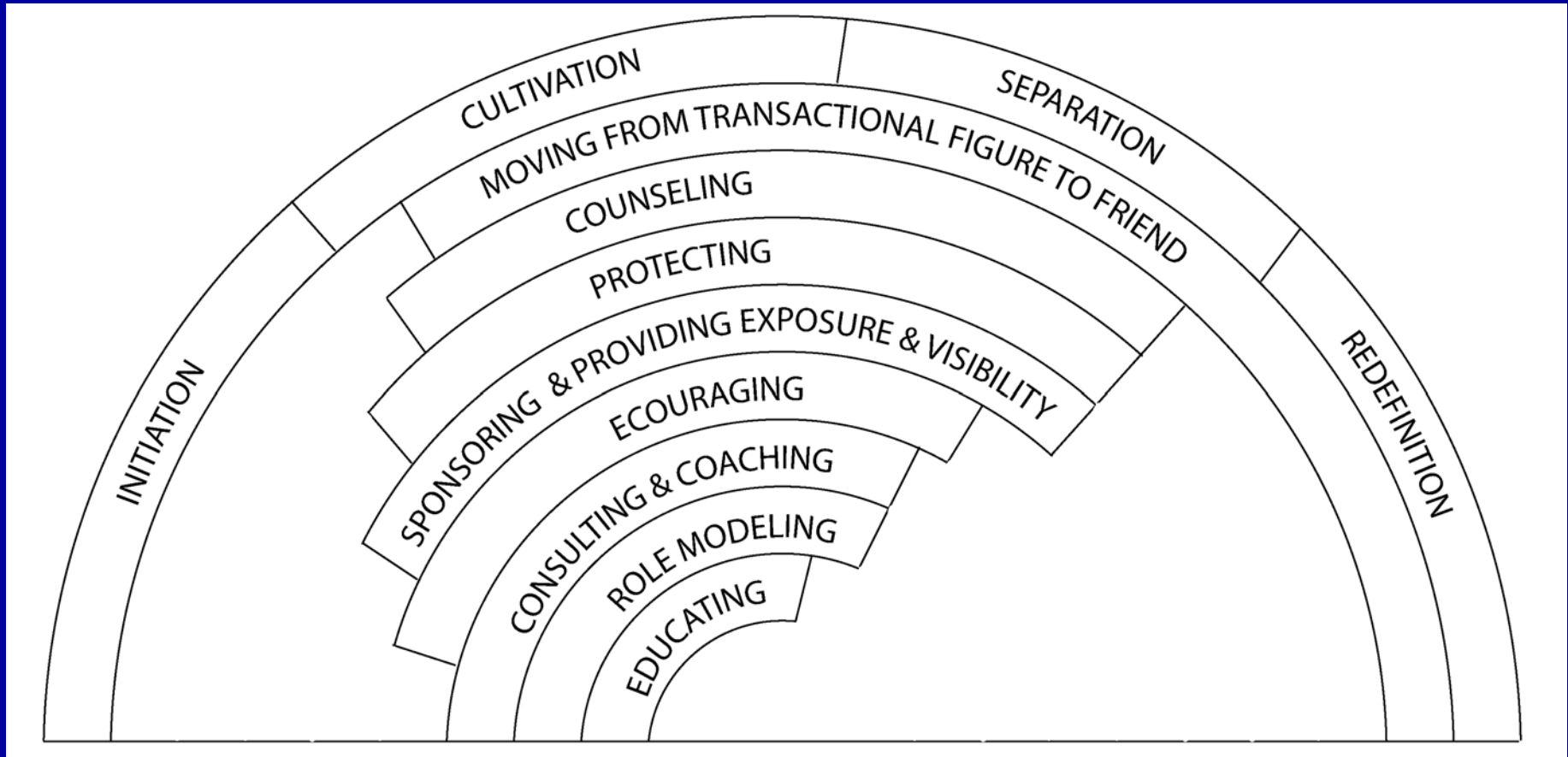
Source: Bell, C. Managers as Mentors, 2002

- Trust
  - Begins with a “leap of faith”
  - Communication
- Balance
  - Mutual Interest
  - Respect
- Truth
  - Integrity
  - Honesty
- Passion
  - Vitality for learning
  - Possibility for the Mentee
- Generosity
  - Sharing
  - Affirming
- Courage
  - Risk Taking
  - Exploration



# Stages of the Mentoring Relationship

Compiled by Schockett, M, Yoshimura, E., Beyard-Tyler, K, Haring, M.



# Benefits to the Mentee

- Enhanced **knowledge** set and **skills** for a clinical/research/academic career
- Individual **recognition** and **encouragement**
- Honest **criticism** and informal **feedback**
- **Advice** on balancing multiple personal and career tasks
- **Awareness** of formal and informal political aspects, bureaucracy and rules of the environment
- **Protection** and **advocacy** for resources and advancement

# Benefits to Mentor

- Updating and acquisition of **knowledge** and **skills**
- Establishment of a **legacy**
- **Reinforcement** of professional identity
- Expansion of **network**
- Sense of **self-worth** and **accomplishment**

# Mentor Responsibilities

Source: Grady-Weliky, Kettyle, Hundert, “The Mentor-Mentee Relationship in Medical Education: A New Analysis”

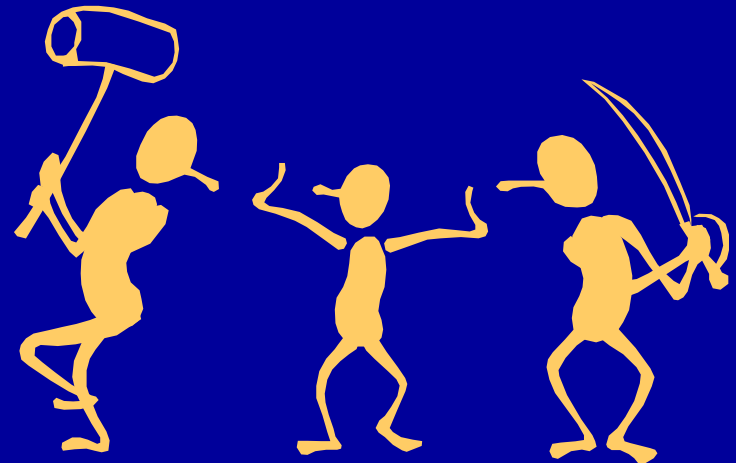
- Understand mentee’s level of personal **maturity** and psychological **development**
- Serve as intellectual **guide** and **facilitator** of growth
  - Role requirements, expectations, organizational imperatives, professional demands
  - Correcting mistakes, demonstrating techniques, providing instruction
- Aware of and sensitivity to and **openness to differences** in background and professional goals
- Provide **challenge** and **validation**
  - Building self-confidence, self-esteem, strengthening motivation
- **Advocate**

# What Mentoring is Not



- Dementors
- Tormentors

- “I can help”
- “I know best”
- “I can help you get ahead” – “Reciprocity”
- “You need me”



# How do I find a mentor?



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Mentors



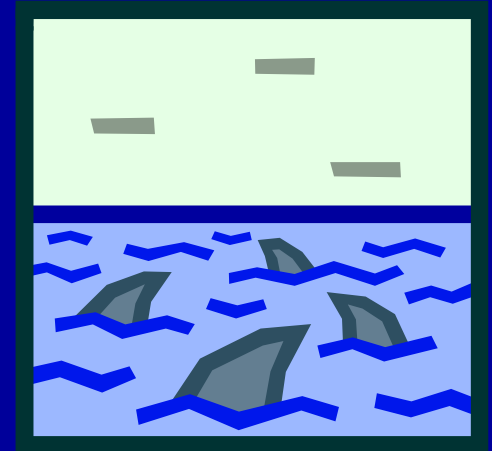
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# Criteria for Mentor Selection

## Consider

- Reputation
- Experience
- Organizational position
- Accessibility
- Prior mentee references
  - Interpersonal and intellectual qualities
  - Enthusiasm for mentor role
  - Satisfaction with own career
  - Openness to thoughts, feelings and opinions of others



# Criteria for Mentor Selection

## Mentor Personal Qualities

- Confidentiality
- Open and honest
- Active listener
- Shares information
- Motivator
- Equitable and fair



# Other Considerations

- Importance of demographics
  - race, ethnicity, gender, age, specialty, residence
- Peer mentors
- Group mentors
- Paper mentors
- Institutional mentors
- Multiple mentors

# Mentee Responsibilities: “Mentorability”

- Enunciate goals clearly
- Critically self-evaluate
- Seek advice whenever necessary (and unnecessary)
- Honesty
- Disclose frustrations and concerns
- Effort and hard work / Strive for excellence
- Meticulous attention to detail and deadlines
- Take the initiative
- Commitment
- Allow mentors personal and social space
- Appreciate people and resources
- Listen and learn
- Help others