MANAGING CAREER RELATIONSHIPS AND CAREER DEVELOPMENT

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Mentor and Mentee
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OVERVIEW

Defining Mentorship
   Mentor Archetypes

Mentees: Mastering Menteeship
   Effective Menteeship
   Avoiding Mentee Missteps

Mentors: Mastering Mentorship
   Effective Mentorship
   Avoiding Mentorship Malpractice
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WHAT IS MENTORSHIP?

Mentorship: “a dynamic, reciprocal relationship in a work environment between an advanced career incumbent (mentor) and a beginner (mentee) aimed at promoting the career development of both.”

“Mentees benefit from mentors through developing critical thinking skills, advice on research ideas, scholarship, and networking opportunities.”

Source: Healy CC, Welchert AJ. Educ Res. 1990;19:17-21
THE 4 ARCHETYPES

Team sport; more than the traditional mentor-mentee dyad

4 archetypes – mentor, coach, sponsor, & connector

Chopra et al. JAMA IM 2017
THE 4 ARCHETYPES

Team sport; more than the traditional mentor-mentee dyad

4 archetypes:

Mentor  Coach  Sponsor  Connector
The Mentor Guides...
The Coach Improves...
The Sponsor Nominates...
The Connector Suggests...
... And Always,
the Mentee Benefits
THE 5TH ARCHETYPE...
The Peer Mentor...
The Peer Mentor...
ROLES CAN CHANGE OVER TIME

Mentors change
- Promoted (exacerbating time limitations, changing focus)
- Change Institutions

Mentees’ needs change
- New area → need new coaches
- New goals → need different sponsors

Mentees start becoming mentors
Reflection

1. What categories do you have (hint: one person often fills multiple roles)
   1. Mentor, Sponsor, Coach, Connector, Peer
2. Which categories, if any, are you missing?
3. Which category most describes you?
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  Effective Menteeship - Managing up
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4 GOLDEN RULES OF MENTEESHIP

Select the right mentor(s)
Be respectful of mentor’s time
Communicate effectively
Be engaged and energized

1. LOOK FOR A CAPE MENTOR

C  Capable?
A  Available to you?
P  Project of interest to you?
E  Easy to get along with?
2. BE RESPECTFUL OF YOUR MENTOR’S TIME

Your Mentor’s time is precious so manage it wisely
Meet regularly and frequently (agendas!)
Ask for feedback in small bites
Provide Adequate Notice
**Agenda 1/24/23**

1. CDI Brief Report - draft attached
   - What to add/expand on, under word count
   - Only 1 table or figure, so what do I think about what she did
   - Review discussion, has a lot more stuff
2. SHM Posters – not yet started
   - February 6th
   - Maybe March 7th DGIM WIP presentation
3. Was offered APD position – competing goals? Synergistic?
4. Email from Jennifer

**Since 11/28/22**

1. Rural and reflex accepted to SHM
2. SGIM pending

**Career Timeline**

1. CMR year completes June 2023
2. UU hospitalist position July 2023-June 2024
3. Husband applying to residency fall 2023, match March 2024
4. Applying for out of state hospitalist positions Fall 2023
5. Likely moving June 2024
6. ? Applying for fellowship Fall 2024

**Active Projects with VV**

1. Reflex urine cultures
   - Accepted: SHM poster presentation March 2023
   - Active: Manuscript – ?data just back from Jennifer
   - Submitted: SGIM May 2023
2. Discharge dbx for rural locations
   - Accepted: SHM poster presentation March 2023
   - Active: Brief report – writing manuscript

**Non-VV Projects**

1. No active research/GI at this time
2. Residency schedules – January – February
3. On service at VA: schedule TBD, February – April
4. APD position?

**Conferences/Events Etc.**

1. SGIM – Abstract submitted, awaiting response, meeting May 10-13 (Aurora)
2. SHM – Posters accepted, March 26-29 (Austin)
3. COMMUNICATE EFFECTIVELY

Goals and Aspirations
Most communication should be during meetings
Use agendas as template/warning
4. BE ENGAGED, ENERGIZING, AND COLLABORATIVE

Be an energy donor, not a recipient (you drive your project!)

Be a “closer”
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NOW THAT YOU KNOW ABOUT IDEAL HABITS... WHAT ABOUT MISTAKES?

Mentee Missteps
Tales From the Academic Trenches

Mentorship takes many forms, from personal and professional counseling to clinical and research guidance. The wisdom and guidance of experienced mentors not only help mentees ascend the academic ladder, but may also prevent burnout. Given the importance of this relationship, it is imperative that mentees put their “best foot forward.” Unfortunately, young physicians are rarely taught what is expected of them as mentees, and mentors vary in discussing “menteeship” with protégés.

Many mentees overlook the fact that they are still learning. Instead, they may feel pressure to appear immediately successful. This desire to please, admixed with paroxysmal bouts of self-doubt, may work against trainees. Rather than appear flawed—or risk dispelling mentors—a mentee may unintentionally “misstep.” These missteps could have devastating consequences, including rejection by a mentor and career implosion.

Mentee missteps are thus pathways by which mentees might undermine their careers. We outline six such missteps, using colloquial names to portray extreme examples of what are otherwise common, intermittent mentee behaviors. Our aim is to help mentees self-diagnose before a single misstep becomes a pattern.

Source | Vaughn et al. JAMA 2017; 317: 475-76.
Background

Universal angst

System issue vs personal issue

What is a mentee’s contribution to the problem?
MENTEE MISSTEPS: TWO ORIGINS OF MISTAKES

Lack of Confidence

Conflict Aversion
MENTEES WHO LACK CONFIDENCE

May have a “fixed mindset”

Or suffer from the “imposter syndrome”

Three main phenotypes...
The Vampire
Drains the lifeblood of the mentor. Typified by countless emails, phone calls, and meeting requests

The Lone Wolf
Although they may appear confident, internally they fear asking for help lest they appear weak or foolish

The Backstabber
May initially perform well. However, they resent criticism and produce excuses for every failure
MENTEE MISSTEPS: TWO ORIGINS OF MISTAKES

Lack of Confidence

Conflict Aversion
MENTEES WITH CONFLICT AVERSION

Yes people

Often hide or bury own interests in favor of interests of others

Leads to burnout or career disillusionment

Also have three main phenotypes...
PHENOTYPES OF CONFLICT AVERSE MENTEES

The Over-committer
Says “yes” to everything; high-output failure due to lack of prioritization and development

The Ghost
Hides hoping that poor performance goes unnoticed. Avoidance is only a temporary fix

The Doormat
Often used but seldom noticed. Take on tasks without recognition or advancement
CASE #1

Your mentor has been looking for someone to help lead the development of a new project within your division. Your mentor turns to you and let’s you know that they’ve been having difficulty finding someone and thinks that you would be great. On the one hand, it is not something you’re really interested in doing and you are already swamped with your other projects. On the other hand, your mentor really seems to need the help and maybe it won’t be too much work...

Q1: Do you agree to leading the project? If no, how do you say “no” without letting your mentor down?

Q2: What issues may be contributing to the problem?

Q3: What can be done to help prevent this situation in the future?
Set/communicate goals before problem arises

Before saying “yes” to a project, determine which project is now getting a “no”

Learn how to give a “positive no”
PREVENTING MENTEE MISSTEPS

Open, honest communication (goals, missteps)

Reframe mistakes as a learning opportunity

Develop peer mentoring group
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6 THINGS EVERY MENTOR SHOULD DO

Choose Mentees Carefully

Establish a Mentorship Team

Run a Tight Ship

6 THINGS EVERY MENTOR SHOULD DO

Head Off Rifts ... Or Resolve Them

Prepare for the Transition

Don't Commit Mentorship Malpractice

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Mentorship Malpractice

The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.

Steven Spielberg

The word mentorship evokes strong emotional and intellectual chords. In formal parlance, mentorship has been defined as “a dynamic, reciprocal relationship in a work environment between an advanced-career incumbent (mentor) and a beginner (mentee) aimed at promoting the career development of both.” In our careers in academic medicine, we have seen mentees benefit from mentors through development of critical thinking skills and advice on research ideas, scholarship, and networking opportunities. Similarly, now as mentors we have also benefitted by gaining an ally to support our work, developing larger circles of influence, and establishing legacies as academic leaders. It is thus not surprising that mutually beneficial mentor-mentee relationships are a key predictor of academic success.

While much has been written about the qualities that constitute an ideal mentor, little attention has been given to behaviors that make one less desirable. This gap is important because mentor-mentee relationships are, by definition, unequal, with mentees being more vulnerable. Mentees are also likely to form emotionally unsafe syndrome variant, the mentee willingly gives up lead positions on manuscripts or grants, mistakenly expecting that the success of the mentor will ultimately cascade down to him or her. It is only when this fails to occur that mentees realize they have been cheated, but usually the damage from such a negative association is already done.

The Exploiter

The Exploiter torpedoes mentees’ success by saddling them with low-yield activities. Typified by self-serving advice, Exploiters commandeer mentees by thrusting their scientific agenda or nonacademic responsibilities onto them, often justifying such behavior as “the price of mentorship” or “a valuable learning experience.” Exploiters may assign mentees to mentor other trainees, supervise project staff, or manage projects central to the mentor, but not the mentee’s area of expertise. In this way, Exploiters value managers, not independent scientists, and have no interest in cultivating mentees.

The Possessor

The trademark of the Possessor is domination of the mentee. Possessors are insecure and view seeking assistance from others as a threat to their position. Such anxieties lead possessors to take a passive-aggressive approach to collaboration. Micromanaging emotional, mental, or financial.
MENTORSHIP MALPRACTICE: 2 CATEGORIES

Active: Dysfunctional behavior that is easy to spot, purposeful and deliberate.

Passive: Insidious, less easy to identify, typified by inaction rather than action.
PHENOTYPES OF **PASSIVE** MENTORSHIP MALPRACTICE

**The Bottleneck**
Preoccupied with own priorities; lack bandwidth or desire to be a committed mentor.

**The Country Clubber**
Views mentorship as a ticket to popularity, to build social capital and not take responsibility.

**The World Traveler**
Highly successful and sought after by many. Little time for trainees on a day-to-day basis.
CASE #2

You and your mentor have worked together successfully for more than a year. However, she was just promoted to a new position which requires much more time. Since then, it's been difficult to find time to meet one-on-one and she has rescheduled multiple meetings at the last minute. Furthermore, you just missed the deadline for a project submission because she didn't provide feedback or sign off on the project in time.

Q1: What type of mentorship malpractice is this?

Q2: What issues may be contributing to the problem?

Q3: What can the mentee do to help solve the problem? How about the mentor?
Don’t Be Complicit

Set Boundaries and Communicate Needs

Establish a Mentorship Team

Know When to Walk Away
## Considerations for virtual mentorship

<table>
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<tr>
<th>Recruit mentors from near and far</th>
<th>To be punctual, be early</th>
<th>Get outside (or do in person when you can)</th>
<th>Build rapport (so much harder!)</th>
<th>Schedule frequent mentor &amp; peer check-ins</th>
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- Recruit mentors from near and far
- To be punctual, be early
- Get outside (or do in person when you can)
- Build rapport (so much harder!)
- Schedule frequent mentor & peer check-ins
CONCLUSIONS

Mentorship is a two-way street, and at its best a team sport. Involves mentors, sponsors, coaches, connectors, peers. Mentee missteps can be avoided with good communication and by setting goals and priorities. Mentorship malpractice threatens the mentee-mentor relationship, and can lead to major problems for the mentee. Proactive mentorship needed to improve equity.
Thanks to all my mentors!
Questions?

Keep In Touch!

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