

The Chair as Mentor and the Departmental Mentoring Processes



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Disclosures

No disclosures that are relevant to this talk

Objectives

- Importance of knowing your faculty member, their goals, abilities and how it fits with departmental missions
- Identify that mentorship includes research, education, clinical and career paths
- Realize that mentoring includes professionalism and wellness
- Comprehend the importance of finding specific mentors

What is a Mentor?

Association of Professors of Medicine

“an active partner in an ongoing relationship who helps a mentee maximize potential and reach personal and professional goals.”

State of Mentoring

- Poorly studied
- Poor rates of mentorship: typically 30-40%
- Inadequate mentoring for those who are mentored
- Poor training for mentors/ rewards for mentoring
- Less likely for clinician/ educators vs researchers
- Fall off with promotion
- Appointed rather than chosen

What the Best Mentors Do...

Harvard Business Review, 2017

- Put the relationship before the mentorship. A genuine, collegial relationship.
- Focus on character rather than competency. Shape character, values, self-awareness, empathy, respect.
- Shout loudly with your optimism, and keep quiet with your cynicism. Givers of energy, not takers of it.
- Be more loyal to your mentee than your organization. Best way to inspire is to be committed to the mentor.

Mentoring in Medicine: *Keys to Satisfaction*

- Personal communication
- Not abusing power
- Counsel of professional decisions and providing help with professional networking
- Providing advice relative to career plans and research and providing opportunities to develop communication skills

Benefits of Mentoring

- Research, increased productivity
- Satisfaction, increased
- Promotion, more likely to be successful
- Mentor satisfaction

Mentors

- Chair or Primary, mentor responsible for providing career guidance, support and direction
- Secondary, scientific or scholarly expertise
- Co-mentor, guidance in a specific area
- Not all successful senior faculty are good mentors
- Mentors must be mentored i.e. classes, reading

Chair Mentorship

- Listen to mentees needs and desires
- Faculty will rarely do what doesn't interest them
- Guide mentees based on their abilities
- Is it in their best interest?
- Does it fit in with departmental missions?
- Is it realistic and practical?
- Is it financially possible?
- Is it focused?

Research Interests

- I want to do research, but I have no idea on what
- I know what research I am interested in, but don't know how to do it
- I know what research I want to do, and I have distant experience
- I just finished my fellowship and can do research
- I am an experience professor of research

Research

- Training
- Do you have specific mentor
 - ❖ Laboratory vs clinical
 - ❖ Internal vs external
- Financial support
- How many researchers can you afford

Clinical and Education

- Applies to most faculty
- Rare for faculty to ask how to be a better clinician or educator, but it is mission critical
- Departmental education fellowships, M.Ed.
 - ❖ Mentors: educational research, simulation
- Clinical fellowships
 - ❖ Mentors: division heads
- Regular feedback

Promotion

- Know the criteria
- Are they on the correct track?
- Clearly define expectations
- National reputation
- Encouragement
- Women and minorities

Mentoring: Evaluations

- Clinical
- Education
- Research
- Professionalism
- Promotion

Information- *Evaluations and Mentoring*

- Resident evaluations
- CRNA/ staff evaluations
- Peer evaluations
- Surgical communication
- Chair evaluation and mentoring

Professionalism

- Act soon, poor behavior won't go away
- Most faculty appreciate feedback
- Advice for the denier vs the recognizer
- What about the unprofessional excellent teacher/clinician



Burnout

- Learn to recognize- professionalism
- Intervene before it is too late
- Health is most important
- Flexible schedules, reduced effort
- Wellness program

Rewards and Recognition

- Public praise
- Incentives
 - ❖ Direct towards missions
 - ❖ Transparency
- Medical School Awards
 - ❖ Teaching, clinical and research



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