



A Trainee Guide to Understanding Mentorship and the Mentorship Team

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- Research is supported by the Fogarty International Center and National Institute of Mental Health, of the National Institutes of Health under Award Number D43 TW010543. The content is solely the responsibility of the authors and does not necessarily represent the official views of the National Institutes of Health."
- Much of my learning in this area is from courses attended, non-technical skills for surgery work, and experience





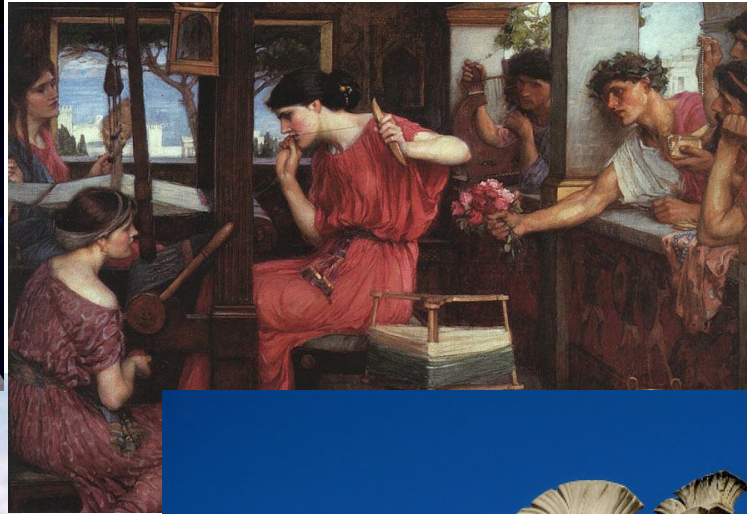
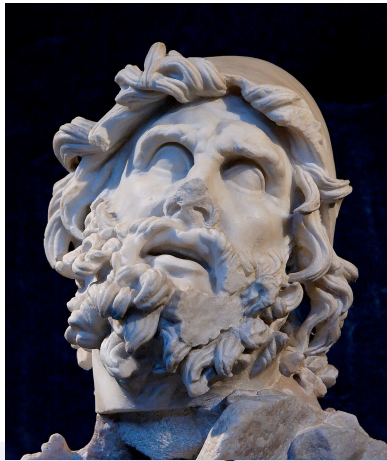
One head does not share ideas
~**Ghanian Proverb**

*Other people's wisdom prevents
the king from being called a fool.*
~**Nigerian Proverb**

Outline

- **Concepts**
 - **Mentorship, Mentorship Assumptions and Role Examples**
 - **Coaching**
 - **Sponsorship**
- **Benefits**
- **Variations**
- **Mentoring responsibilities**
- **Finding a Mentor**
- **Managing Mentorship Meetings**
- **Potential Problem Areas and Challenges**
- **Exiting a Failed (or Failing) Mentor-Mentee Relationship**
- **Mentorship Teams**
- **Tips**

Concepts: Mentor



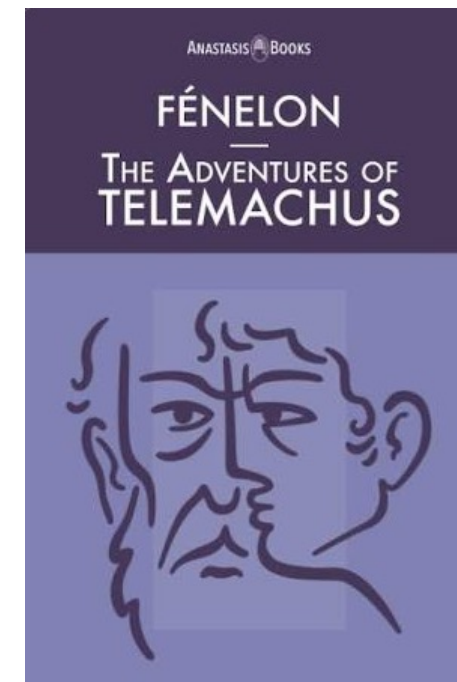
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<https://www.evidencebasedmentoring.org/who-was-mentor-a-stunning-revelation-with-important-lessons/>

Concepts: Mentor

- **Mentor:** Gk “wise, trusted guide”, “adviser”; root-*men-*, meaning “to think”.
- Fénelon- *Les Aventures de Télémaque* (1699)
- A person with greater knowledge and/or experience
- An active partner in an on-going relationship who helps a learner maximize his or her potential and reach personal and professional goals
 - Informally or formally helps you navigate your career providing guidance
 - Mentee drives the relationship
 - Helps you determine career paths and meet specific career goals



Concepts: Mentor

- A mentor is an individual with expertise who can help develop the career of a mentee.
- Guides, trains, advises, and promotes the career development of the mentee.
- A mentor is an experienced guide, trustworthy advisor, a personal champion, a constructive critic, a motivator, a listener.
- A mentor wants the protégé to succeed!



Concepts: Mentorship

Mentorship Assumptions

- social relationship
- reciprocal
- mutually beneficial
- strategic purpose

Role Examples

- Offers career guidance and advice
- Helps mentee to take the right steps in your research
- Helps mentee build your clinical program/confidence
- Helps mentee to understand the culture of the institution where you work
- Helps mentee navigate the treacherous waters of organizational/academic life
- Annoying cheerleader
- Devil's advocate and “truth-sayer”

Concepts: Mentorship

- **What a mentor IS NOT**
 - A mentor does not necessarily supervise you
 - A mentor does not necessarily tell you what to do
 - A mentor does not necessarily instruct you on how to do it
 - A mentor does not own you, or have the right to abuse you
- Mentorship is **partnership**

Coaching Concept:

- Coach:
 - Provides guidance for your development often focused on “people skills” (active listening)
- – You and the coach drive the relationship
- – Provide feedback outside a formal performance evaluation process



Sponsor Concept:

- Sponsor
- uses influence to help you obtain opportunities
 - uses strong influence to help you obtain high-visibility assignments, promotions
 - **Sponsor** drives the relationship
 - Advocate for your advancement and champion your work and potential with other senior leaders




Sponsor Concept:

- Is in a position of power to open doors
- Believes in you and knows that you will deliver
- You have proved exceptional value to them through your results



<https://www.obamalibrary.gov/galleries/president-barack-obama#51>



*In the fullest context, mentoring
involves advising, coaching, role
modelling, assessing, providing
feedback, and sponsoring others."*

~ Thorndyke et al, 2009

Why should you have a mentor?

- The most important factor in the success of your career
- Improves working relationships
- Increases job satisfaction



Why should you have a mentor/mentee?

- **Mentor**

- Career advancement
- Psycho-socio-emotional satisfaction of adequate succession
- Learning innovation, technology, new developments, navigation of the next generation from the mentee

- **Mentee**

- Career progression
- Salary/Financial
- Organizational identification
- Professional identification

OMB Number 0925-0001 and 0925-0002 (Rev. 05/2022 Approved Through 9/30/2024)

Complete List of Tables

[Table 2I](#) Participating Faculty Members

[Table 3I](#) Institutional Research Training Grant and Related Support Available to Participating Faculty Members

[Table 4I](#) Research Support of Participating Faculty Members

[Table 5I](#) Publications of Those in Training: International Trainees

[Table 8I](#) Program Outcomes: International Trainees

Concepts: Variations in Mentoring Relationships



- John Rombeau
 - **Reverse academic mentoring pyramid.**
 - With this approach, the most experienced surgeons are mentors to those individuals who are just beginning their surgical career.
 - **Mosaic mentoring**
 - Mentors fill different roles, such as resident mentors, administrative/business mentors, clinical specialist mentors, research mentors, and so on, based on their specific interests and abilities
 - **Technology innovations/simulation based**
 - **Scrub- sink and operating room style**
- Thorndyke et al, 2009
 - **Functional mentoring???**

Mentor and Mentee Responsibilities

- Foster Confidentiality
- Recap, Recap, Update
- Cultivate a Teacher and Pupil Relationship
- Be Laser-Focused and Create Structure
- Accomplish Goals
- Build Trust Through Engagement
- Challenge Each Other With Open-Ended and Curious Questions
- Facilitate Learning Opportunities
- Provide Feedback Going Both Ways
- Follow-through and Avoid Generic Tips
- Share Core Values

Elmore, et al. (2022) 11 Roles and Responsibilities for You to Build a Better Mentor and Mentee Relationship; June 30, 2022

Finding a Mentor:

Does the mentee seek a mentor, or does the mentor seek a mentee?

- **Short answer**
 - **It depends**
- *Both ways*
 - Stage in both careers, characteristics, green light, proclivities, “click”
- **Long answer**
 - **The mentee is primarily responsible**
 - *Progression and growth*
 - *More options for the mentor*



*It is not taboo to go back and
fetch what you forgot*

~Akan (West African) Proverb

Finding a mentor!

- **Step1**
 - **Define your needs**
- *Global life or career advice?*
 - What are you trying to achieve (career/ academic)?
- *Specific project expertise?*
 - List skills

<https://www.umassmed.edu/ofa/development/mentor/findmentor/>

Office of Faculty Affairs

Mentoring Checklist

Name:

Department:

This checklist will help you assess the areas where you are currently receiving mentoring and the areas where you may need mentoring.

Review the areas listed below and mark the appropriate column. Then review the areas where you have checked "Need Mentoring" and mark the most important area.

<i>Learning new skills, knowledge or behaviors</i>	Not Relevant	Have Mentoring	Need Mentoring
Research skills			
Clinical skills			
Educational skills			
Writing a grant			
Writing a paper			
Giving a presentation			
Other:			
<i>Advancing an academic or professional careers</i>	Not Relevant	Have Mentoring	Need Mentoring
General career guidance: focusing your efforts			
Seeking a promotion			
Getting tenure			
Developing scholarship			
Developing/enhancing your professional identity			
Identifying resources			
Networking			
Other:			
<i>Personal and professional situations</i>	Not Relevant	Have Mentoring	Need Mentoring
Interpersonal communication			
Leadership responsibilities			
Managing people			
Negotiation			
Resolving conflicts			
Work-life integration			
Other:			

Finding a mentor!

- **Step2**
– Identify Your Mentor
- *Personal Networks*
 - Talk with division chiefs, department chairs, colleagues
 - Don't be afraid to ask a senior, experienced faculty members
 - Look for the best fit for you
- *Online Resources*
 - Institution Faculty Profiles
 - PubMed:

<https://www.umassmed.edu/ofa/development/mentoring/findmentor/>

Office of Faculty Affairs

Functional Mentoring Worksheet

Name: _____ Department: _____

Description of Your Project: _____

Major tasks or activities associated with the project (e.g., writing a grant, collecting preliminary data, setting up a database):

1. _____
2. _____
3. _____

The specific knowledge, skills, or expertise you need from a mentor to help with your project (in priority order):

1. _____
2. _____
3. _____

I'd prefer a mentor who is

in my department	<input type="checkbox"/>	outside my department	<input type="checkbox"/>
same gender as me	<input type="checkbox"/>	different gender	<input type="checkbox"/>
same race/ethnicity as me	<input type="checkbox"/>	different race/ethnicity	<input type="checkbox"/>

Names (Departments) of Possible Mentors:

1. _____
2. _____
3. _____

Finding a mentor!

– Identify Your Mentor (ideal)

- *Available?*
 - How many mentees they have
 - How much time they can spare
- *Attentive Listener?*
- *Affirming?*
- *Good communicator?*
- *Willing?*
- *Advocate?*
- *Selfless?*



- “Mentorship is a brain to pick, an ear to listen and a push in the right direction” ~John Crosby

Mentorship in surgical training: a systematic review

Pouya Entezami · Lauren E. Franzblau ·
Kevin C. Chung

Published online: 29 November 2011
© American Association for Hand Surgery 2011

Abstract

Objective This review systematically examines the literature regarding mentor–mentee relationships in surgery.

Background The usefulness of mentorship in surgical training has been expressed in many articles. However, to date, there has been no systematic review on mentoring surgical trainees. This surgical environment is different from other areas of medicine and requires young surgeons to learn skills not readily available from textbooks. Instead, mentors are a valuable mode of transferring this knowledge to the next generation of surgeons. Thus, mentorship is a worthy area of research and attention.

Methods We identified all articles discussing mentorship in surgery between January 1985 and August 2010 using PubMed and ISI Web of Knowledge. Predetermined exclusion and inclusion criteria were used to screen articles by title, abstract, and full text in sequence. We extracted the relevant data, and then analyzed the prevalence of major surgical mentoring themes in the literature.

Results Of the 1,091 unique articles found during our original literature search, 38 were selected for review. The majority (68%) were commentary/editorial articles. The most discussed themes include the desirable qualities of a surgical mentor, the structure of mentor–mentee relationships, and advice for overcoming barriers to mentoring. Much less discussed themes include the desirable traits in a mentee and the appreciation of generational and cultural differences in mentorship.

Conclusions Several barriers to effective surgical mentoring were identified, such as time constraints and a lack of female mentors. By focusing on the positive traits found in this review, for example, developing formal programs to alleviate time constraints, these barriers can be overcome and effective mentor–mentee relationships can be built. Many articles draw attention to the dying art of mentorship in surgical training programs, and currently, the literature on mentorship in surgery is somewhat scarce. These concerns should serve as motivation to revive mentorship in surgery education and to expand the literature regarding underexplored themes and overcoming the current barriers. Although mentorship may not always take on a structured form, it should not be treated casually because proper mentorship is the foundation for training quality surgeons.

Keywords Mentorship · Surgery · Systematic review

Introduction

Contemporary surgery training programs rely heavily on mentors to produce well-trained surgeons. In addition to imparting the techniques of clinical care, mentors are responsible for instructing trainees in the “vital aspects of compassion, communication, professionalism, and patient care ethics” [19]. However, as Rohrich noted in his commentary on mentoring in medicine, he is “fearful that mentoring is becoming a lost art in medicine and plastic surgery” [34]—a concern shared by many educators in all surgical specialties. Therefore, it is imperative to systematically assess the available articles regarding surgical mentorship in order to identify important themes of mentorship and to distill from the literature the essential components of surgical mentorship to advance surgical training.

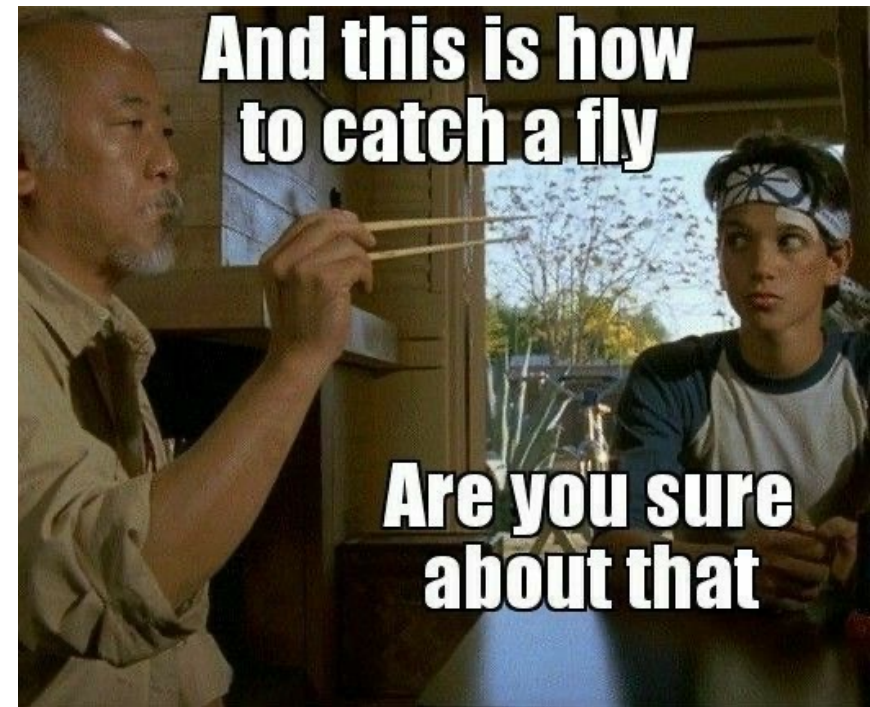
P. Entezami · L. E. Franzblau · K. C. Chung (✉)
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What should you look out for in a mentor?

- 36 articles; 68% commentaries
- Essential properties
 - Professional role model 58%
 - Staying involved (time and effort) 48%
 - Compassionate/kind/supportive 39%
 - Critic/evaluator/assessor 32%
 - Leader in the field 29%
- Entezami *et al*, 2012

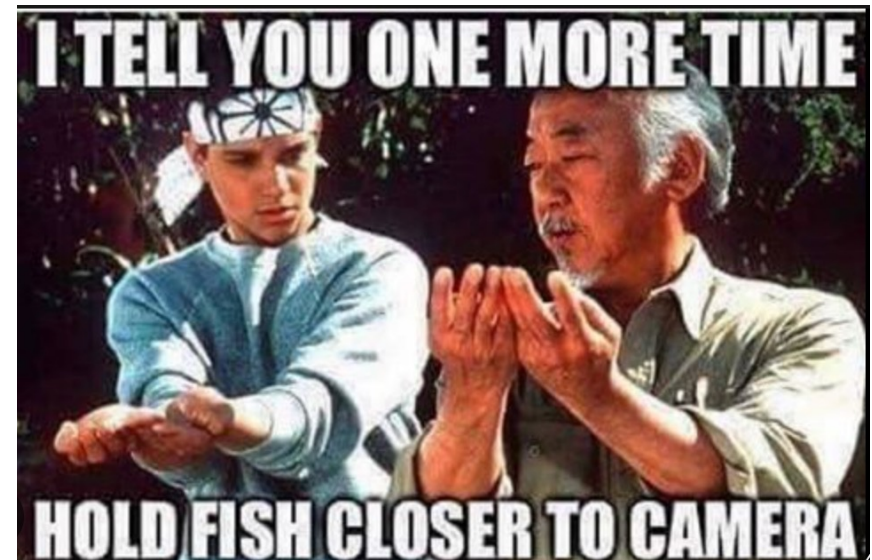
What should you look out for in a mentor?

- Choose someone you like and respect
- Someone who is knowledgeable in your area of interest
- Someone who shares your values and ethics
- Someone who has TIME
- Carlos A. Pellegrini (ACS)- look for Professionalism, Excellence, Innovation, Introspection, and Inclusion.



What should you look out for in a mentor?

- Do you respect them and their career path?
- Do you have similar values/ethics?
- Do they excel in an area that you need help with?
- Do they have any secondary/competing interests?
- Can they commit the time that you need?



Finding a mentor!

- **Step3**
 - Start a relationship
- *Brief introductory email*
- *Be specific about request*
- *Name mutual colleagues or interests*
- – Prepare for your first (virtual or in-person) meeting
- *Convince your potential mentor to help you*
- *Assess whether he/she will provide guidance needed and if you are comfortable*
- *Agree to establish a mentoring relationship*



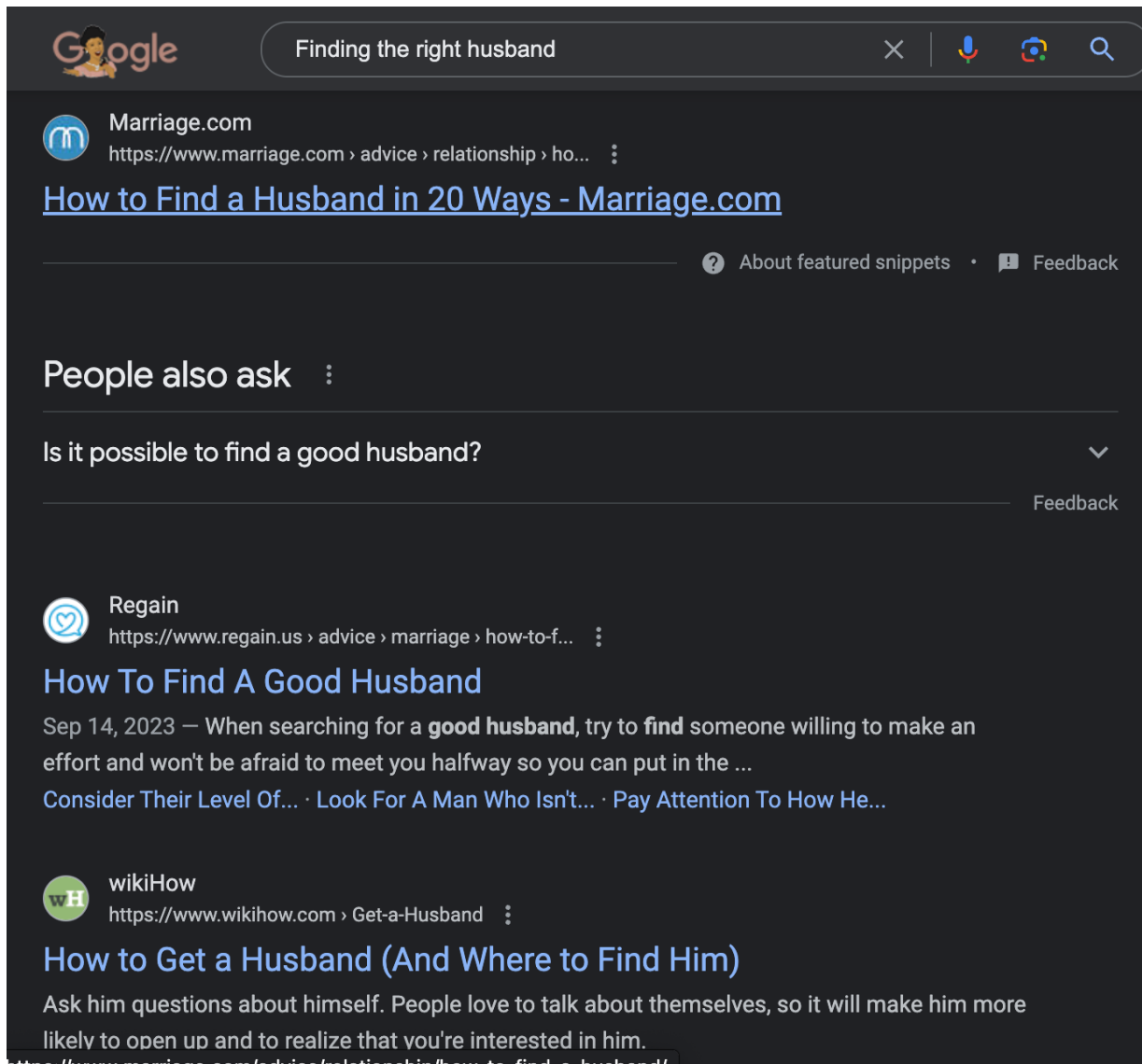
Finding a mentor!

- **Step 4**
 - If your potential mentor agrees
- *Schedule meeting*
- *Define an agenda (your responsibility)*
 - Prepare for first (virtual or in-person) meeting
- *Convince potential mentor*
- *Assess whether he/she will provide guidance needed and **if you are comfortable***
- *Agree to establish mentoring relationship*

Securing the commitments of and commitment to a mentor

- Always formalize a contract



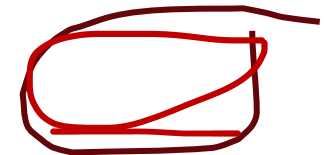


Mentee focus on finding the ideal mentor and not on becoming the ideal mentee

- Enthusiastic
- Passionate/Knows what they want
- Good follow through
- Persistent
- Resilience
- Accepts failure
- Communicates needs
- Responds well to feedback
- Willing to step out of their comfort zone

Managing Mentorship Meetings

- You initiate and plan meetings and come prepared
- Regular scheduled meetings on you and your mentor's calendar
 - Send calendar invite
 - Email reminder close to meeting with proposed agenda
 - Shorter more frequent meetings keep work on track

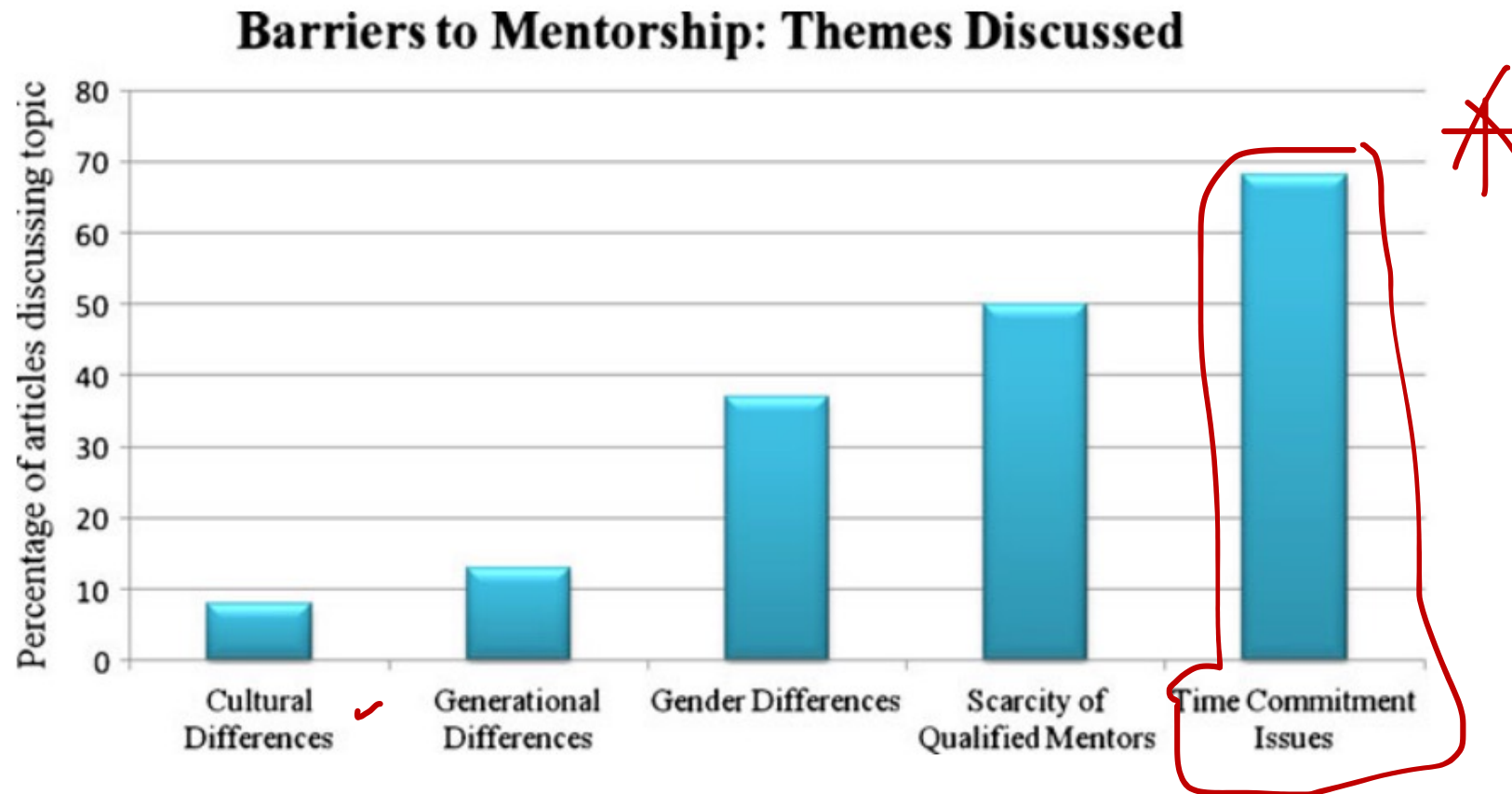




*Do not tell the man who is
carrying you that he stinks.*

~ African Proverb

Challenges



- Entezami et al, 2012

Challenges

Mentorship programs are lacking

- 46% of institutions have no mentorship program

Mentor/Mentee training is lacking

- 82% have no formal training for mentors

Mentors are often not acknowledged

- 68% of mentors are not acknowledged financially or academically by their departments

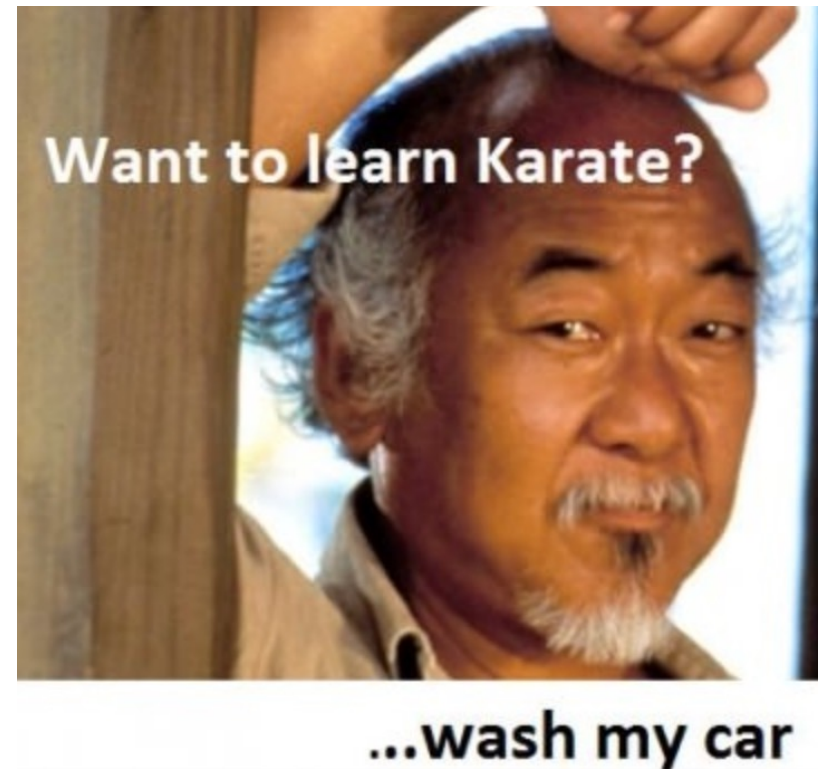
Kibbe JAMA Surg 2016

Challenges: Disadvantages to the mentor and mentee

- Mentor
 - Mentee dependence on mentor
 - Time, energy commitment to mentee
 - Negative halo from mentee who fails
- Mentee
 - Overdependence on mentor
 - Micromanagement from the mentor
 - Negative halo from mentor who fails

Challenges: Potential Problem Areas

- Confidentiality Issues
- Conflicting roles- manager, assessor (mentee or mentor)
- Obstructions
- Impact on others
- Conflicts with others
- Undefined mentorship parameters- role confusion, confidentiality breeches, and pre-existing biases
- Crossed boundaries (not agreed)





*If you think you have someone
eating out of your hands, it is a
good idea to count your fingers.*

~ Nigerian Leone

Challenges: Potential Problem Areas

- **Mentor-Mentee Mismatch**
- Unfulfilled expectations
- Reluctant mentee/mentor (test phase!)
- Overzealous mentee
- Poor value off mentorship in the organization
- Culture, race, gender mismatch
- Emotional involvement

Diagnosing a failing Mentor/Mentee Relationship

- **Mentor**
 - Character failures and unethical shifts
 - Gives inadequate direction
 - Takes ownership of your publications, grants, patents, research, your mentees
 - Does not show interest
 - Does not give time
 - Is excessively critical
- **Mentee**
 - Lacks respect for mentor
 - Deviates from agreed plan



*When a man is stung, he doesn't
destroy all beehives*

~ Kenyan Proverb

Exiting a Failed (or Failing) Mentee-Mentor relationship

- **Wrong**
- Stop answering emails-
cold stop
- Abrupt call- “I can’t do this anymore”
- Public contradiction and fault
- Maligned
- **Acknowledge that mentors can change**
- Plan exit from entry based on certain criteria
- Dialogue and agreed
- May require arbitration in some cases by someone the mentor (particularly)and mentee respect

Concepts: Mentorship Team



Athena also appeared to teach Telemachus as shepherd, seagull, ship captain's daughter, or swallow

Concepts: Mentorship Team

- Unlikely that 1 individual has all that you need
- May need separate mentors for different aspects
 - Clinical
 - Research
 - Work/Life Balance
- Time is a precious commodity, use the mentor's time to focus on what they do best



Benefits and Challenges: Mentorship Team

- Multiple Perspectives
 - Strengthens Research Plans
 - Enhances Career Development
- Prepares you for working in a team
- Variety of Strengths
- Diversity of Expertise
- Can show you differing models
- Expand research networks/ and other resources critical for success in clinical practice and research
- Scheduling meetings can be challenging
- Multiple perspectives sometimes do not all agree
 - Clarify roles of each mentor
 - You will need to choose the best path for you

4 Mentorship Myths

- Your mentor is all-knowing and has a solution for every one of your challenges?
- Mentorship must always be structured?
- Mentorship relationships are always forever?
- The mentor is always right?



Tips and Conclusions

- Focused mentoring is more successful than broad requests
- Respect your mentor's time and efforts
- -Make sure that your **mentor is mentored**



Thank you!

@DrBarnabasAlay



References and Acknowledgements

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Rebecca S. Sippel, MD, FACS; Importance of a mentorship team; AAS

Prof. O. A. Atoyebi; Mentorship and the Challenges of Contemporary Surgical Practice in Nigeria; NSRS 72nd Scientific Conference and Biannual meeting, 2017 December

Coaching and mentoring modern surgeons