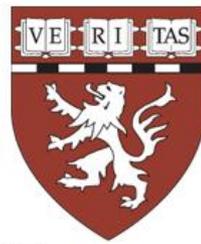




BRIGHAM AND
WOMEN'S HOSPITAL



HARVARD
MEDICAL SCHOOL



Boston Children's Hospital

Becoming an Effective Leader and Mentor: Strengthening your Developmental Network

S. Jean Emans, MD

Faculty Director, Office of Faculty
Development

Chief, Division of Adolescent/Young
Adult Medicine

Boston Children's Hospital

Professor of Pediatrics

Harvard Medical School

Ellen W. Seely, MD

Vice Chair, Faculty Development,
Department of Medicine

Director of Clinical Research,
Endocrinology, Diabetes and
Hypertension Division

Brigham and Women's Hospital

Professor of Medicine

Harvard Medical School

Developmental Networks and Mentoring

Traditional mentoring relationship: a single senior colleague who introduces you to the dimensions of academic medicine and advocates for and helps guide your career

Consider this: How can one mentor know enough to help you keep up with rapidly changing technology, as well as navigate the challenges of globalization, a multicultural work force, and team-based decision making?

A developmental network consists of a small group of people to whom you can turn for regular mentoring support and who have a genuine interest in your learning and development. Think of it as your “Personal Board of Directors.”

Adapted from concepts developed by Kathy Kram, PhD, Monica Higgins, PhD, MBA and David Thomas, PhD

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It Takes a Network

Kathy E. Kram and Monica C. Higgins

“A New Approach to Mentoring”

<http://online.wsj.com/article/SB122160063875344843.html/>

- **The Situation:** The traditional mentoring arrangement just doesn't work anymore. A single senior colleague can't possibly keep up with all the changes in the fast-moving world of work and life.
- **The Solution:** People should create and cultivate developmental networks—small groups of people who provide regular advice and support.
- **The Strategy:** To set up a network, carefully assess your strengths, weaknesses, and goals, and figure out what you need to advance your goals. Then regularly reassess your network as your situation changes—while making sure that you help out your supporters as much as they help you.

Beyond One-on-One

How the network model of mentoring compares with the traditional model

	TRADITIONAL	DEVELOPMENTAL NETWORK
Mentor	Individual	Group
Role of Mentor(s)	Expert passing on knowledge	Co-learners sharing knowledge
Relationship(s)	Hierarchical Stable Within the organization	Hierarchical and peer Changing Inside and outside the organization
Individual Outcomes	Enhanced performance, career accomplishments and satisfaction; career advancement	Enhanced performance, learning, self-awareness, social skills and leadership capability
Organizational Outcomes	Enhanced performance and retention	Enhanced performance, retention, organizational learning, innovation and leadership capacity

Source: Kathy E. Kram and Monica C. Higgins HMS joint hospital course for faculty mentors 2009

Developmental Network Exercise

Mapping your Network

Think back over past 1-2 yrs and consider these 3 types of relationships.

- **People who help you *get the job done***
- **People who help you *advance your career***
- **People who provide *personal support* for you**

Mapping your Network

People who help you *get the job done*: helpful and useful in doing your work, may work directly with you, and/or have provided leads to others who helped you with important information, scientific or technical advice, professional expertise, or other resources to do your work.

Mapping your Network

People who help you *advance your career*:

contribute to your professional development/career advancement; give you career guidance/direction, arrange exposure to critical people, provide political advice, help you get important opportunities/ assignments (such as appointments on hospital or national Committees, journal editorships, or grant panels), advise you on promotion, provide advice on funding opportunities, and/or advocate for you.

Mapping your Network

People who provide *personal support* for you:

people you go to for your emotional well being and psychosocial support; ones with whom you share experiences—positive and negative, consult about decisions or concerns that are important to you, vent/commiserate with, debrief critical experiences with—people with whom you can be yourself.

My Developmental Network Map

Types

Getting the Job Done: These are people who help you fulfill your work requirements. They provide technical advice, introductions, expertise, and/or resources.



Close Relationship	Moderate Relationship	Distant Relationship
(NS) Nancy Smith, research assistant (Mentee)	(JD) John Doe, PI of grant ★	(CJ) Carl Jones, administrative assistant

Advancing Your Career: These are people who contribute to your professional development and career advancement. They provide career guidance and direction, advice on funding, and advocate on your behalf.



Close Relationship	Moderate Relationship	Distant Relationship
(DR) Diane Roberts, senior faculty member in your division (Mentor) ★	(JD) John Doe, PI of grant ★	(SW) Sami Wonder, Department Chair ★
	(AB) Anne Brown, faculty at other institution	

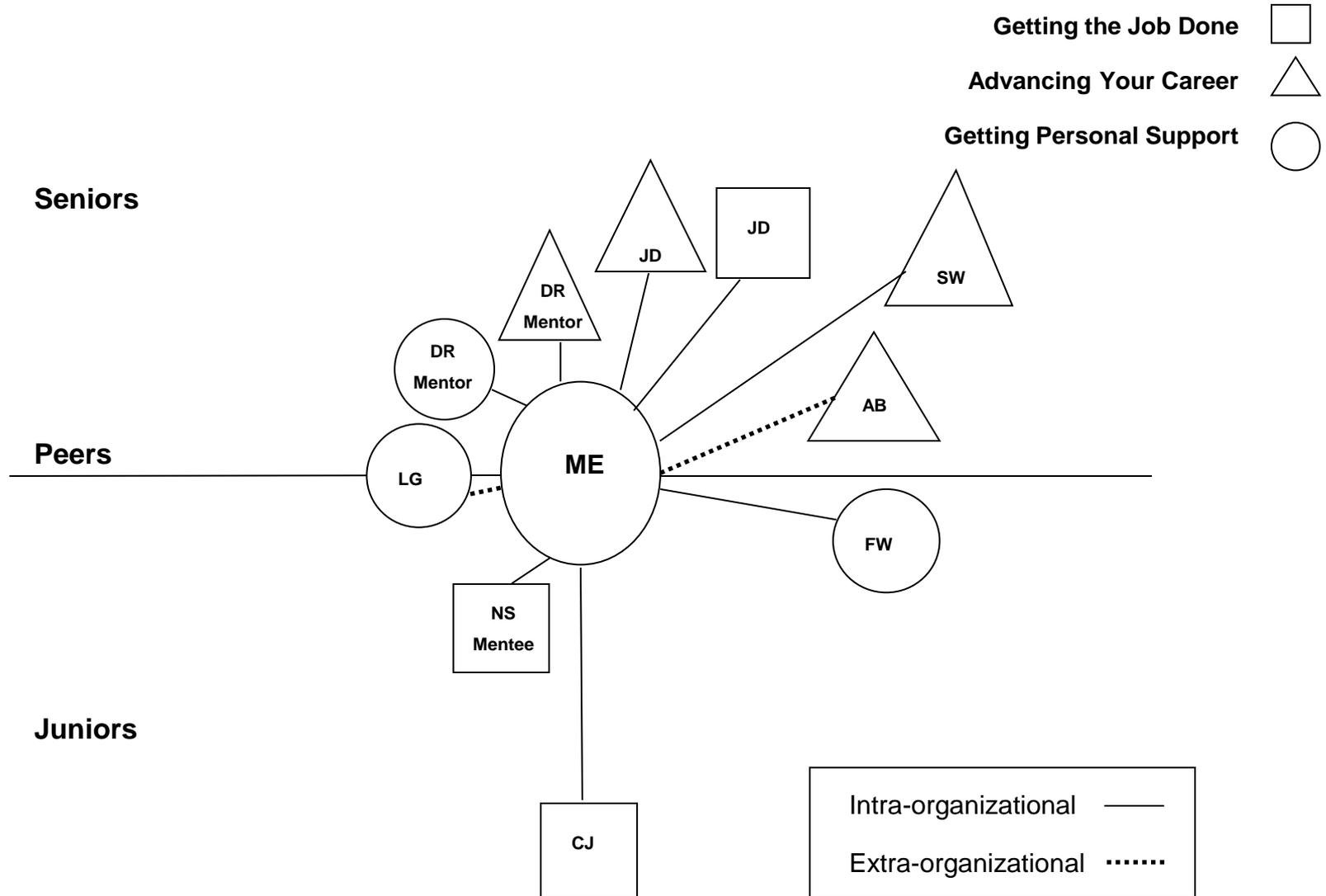
Getting Personal Support: These are people you go to for your emotional well being and psychosocial support.



Close Relationship	Moderate Relationship	Distant Relationship
(LG) Lee Green, spouse	(FW) Frances West, friend at work	
(DR) Diane Roberts, senior faculty member in your division (Mentor) ★		

Adapted from the work of Kathy Kram, PhD, Boston University

A Developmental Network Map Example



Developmental Network Exercise

Analyzing Your Network

Research **demonstrates** that networks vary in structure, content, and quality of relationships. Jot down some answers to the following questions in order to better understand the potential value and limitations of your current network.

Diversity. How similar or different are these individuals (in terms of gender, race, function, geography, organizations) to each other and to me?

Redundancy. How much overlap is there?

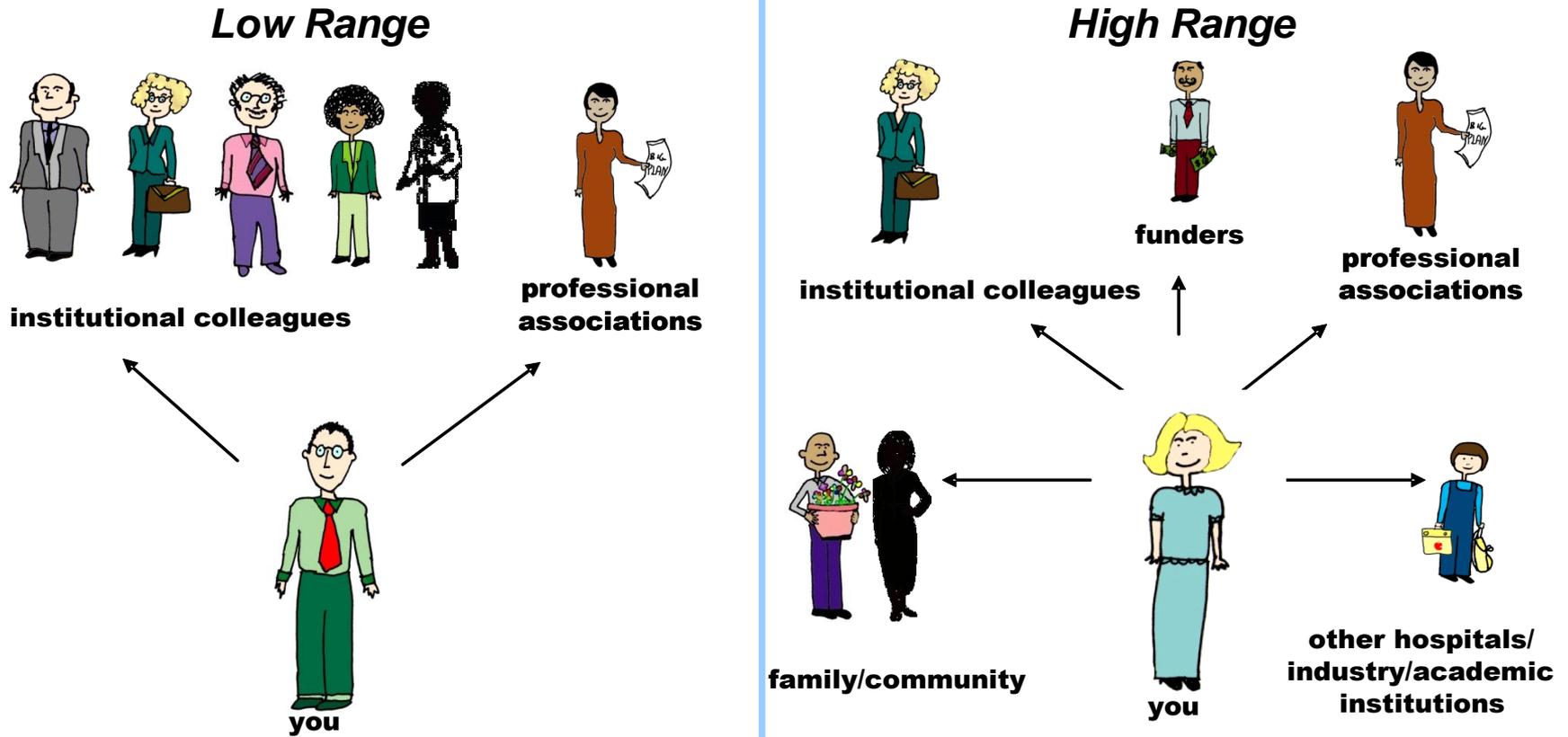
Interconnectivity. How closed is the network in the sense that most of the people know each other?

Strength of Connection. What is the spread of people in terms of closeness and distance?

Balance. Is your network balanced or in danger of tipping?

Connections to Power and Influence. How many would you characterize as influential in the department or hospital or field?

Structure of A Developmental Network



Adapted from: Kathy Kram, PhD, Boston University School of Management, 2009

Low Range and High Range Networks

- **Range** refers to the number of different social systems in a developmental network
 - In the previous slide each developmental network consists of 6 people, but how they are grouped differs
- **Low Range** – small number of social systems, most advantageous for individuals who want to advance within their current field and organization
- **High Range** – multiple levels of social systems, most advantageous for individuals who seek to change fields and/or to move to a different organization
- The choice depends on short and long term career goals which may evolve over time

Developmental Network Exercise

With the person sitting next to you, take **10 minutes** to:

- Present and analyze your network
- Discuss the patterns in your network
- Discuss how to maintain and when and why to change one's developmental network.

Conclusions and Self-Reflection

Write down:

- Action steps you will take with your network or career development
- One way in which you might use this concept of developmental networks with trainees, mentees, or peers