

## **THE MYTH IN MENTORING**

**Center for Faculty Development and Diversity Session**

January 11, 2016

Lawrence C. Tsen, MD

Associate Director, BWH Center for Professionalism and Peer Support

Vice Chair, BWH Department of Anesthesiology, Perioperative and Pain Medicine

Associate Professor in Anaesthesia, Harvard Medical School

### **DEFINING YOUR DEVELOPMENTAL NETWORK**

This exercise is adapted from a Developmental Network Model put forth by Kathy Kram, Monica Higgins and David Thomas (Source: “A New Approach to Mentoring”)

You are asked to critically examine your network to analyze your own supports as well as those whom you mentor. For this exercise, we define your network as the set of relationships that help you to get your job done, advance your career, and provide both personal and professional support.

#### **STEP 1: Identify People who Assist Your Development**

The following chart helps you identify the people who assist you in different ways. As you think back over the past 1-2 years, consider the following relationships:

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

**People who help you *advance your career*.** These are the people who contribute to your professional development and career advancement. Whether these were genuine mentors or more distant relationships, these are people who have given you career guidance and direction, arranged exposure to critical people, provided political advice, helped you get important opportunities or assignments (e.g., hospital or national committees, journal editorships, or grant panels), advised you on promotion criteria, provided advice on funding opportunities, and/or been an advocate for you.

**People who provide *personal support for you*.** These are the people you go to for your emotional well-being and psychosocial support. They are the ones with whom you share experiences—both positive and negative, consult about decisions or concerns that are important to you, vent with, commiserate with, debrief critical experiences with—people with whom you can be yourself.

Place people in the category that best describes the *type* of relationship you have with them, as well as the *nature* of the relationship. **Close** relationships are ones where there is a high degree of trust, liking and mutual commitment. **Distant** relationships are ones where you don't know the person very well.

Indicate by a star (\*) those people whom you see as very well connected in your department or hospital or professional circle. The person might be an actual leader or just somebody who seems to know how to get things done. Place an "M" next to anyone you consider a "Mentor".

**Close Relationship**

**Moderate Relationship**

**Distant Relationship**

**Getting the Job Done**



(NS) Nancy Smith, lab assistant (mentee)	(JD) John Doe, PI of grant ★	(CJ) Carl Jones, administrative assistant

**Advancing Your Career**



(DR) Diane Roberts, department head (M) ★	(JD) John, Doe, PI of grant ★	(CR) Chris Robins, specialty society president
(PG) Peter Gordon, department head at previous institution, (M) ★	(AB) Anne Brown, research collaborator at other institution	

**Getting Personal Support**

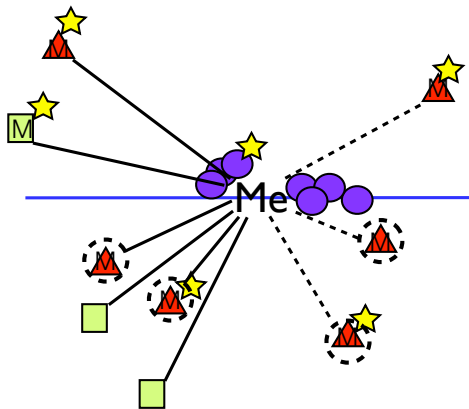


(LG) Lee Green, spouse	(ML) Matt Lennon, colleague	
	(FW) Frances West, friend	

## STEP 2: Map the People who Assist Your Development

In the space below, map the people in your network, according to the following guidelines:

1. Use Squares for those under “Getting the Job Done”, Triangles for “Advancing your Career”, and Circles for “Getting Personal Support.”
2. Indicate how close or distant they are from you by the length of the line that connects the two of you. Color the square, triangle or circle of your Mentor(s). Place a dashed circle around the square, triangle or circle that represents your Mentee(s).
3. More established (e.g., professional roles, expertise, etc.), colleagues above that line, and less established colleagues below. Peers should be placed on the horizontal line with you,
4. Individuals who are outside of your hospital or department should be connected with a dotted line.



### **STEP 3: Analyze the People who Assist Your Development**

Research demonstrates that networks vary in structure, content, and quality of relationships. To better understand the potential value and limitations of your current network, consider the following characteristics:

1. **Diversity.** As you review your map, how similar are the individuals (i.e., gender, race, function, geography, organizations)? Do you have more squares (job done), triangles (advance career) or circles (personal support)?
2. **Interconnectivity.** As you reflect on the names in your map, how “closed” is the network (i.e., do most of the people know each other)? Should it be expanded?
3. **Strength of Connection.** How much can you depend on the people in your network to provide assistance, and to think of you for promotions, opportunities, etc. within and outside your present area?
4. **Connections to Influence.** Of the people on your list, how many would you characterize as influential in the department, hospital or field?
5. **Growth in New Areas.** Does your network address your needs in new areas (e.g., new areas of scientific interest, teaching, clinical care, or administration)? How dynamic is your network....is there turnover, or opportunity for fresh ideas?

#### **CONCLUSIONS ABOUT YOUR NETWORK:**

Summarize what you learned about: the PATTERNS you see in your network, your STYLE of networking, and/or what you might want to do differently in the future. How do you feel about your network? How should your network change and grow? How can you use this exercise to help yourself and others?