

Mentoring at UCSF

Jane E. Koehler, MA, MD
Professor of Medicine
Division of Infectious Diseases

Developing a Mentoring Relationship

- ◆ Suggestions for finding a mentor
- ◆ Responsibilities of a mentor
- ◆ Mentees have responsibilities, too
- ◆ Getting the most from your mentor

Definition of a Mentor

- ◆ Person of greater rank or expertise who teaches, guides, & develops a novice in an organization or profession
- ◆ Someone who cares whether you succeed

Mentor vs Role Model

- ◆ A role model is influential from a distance
- ◆ Someone you admire and emulate
- ◆ Someone who has no commitment to the advancement of your career

How many mentors do you currently have?

- a) one
- b) two
- c) three
- d) more than three
- e) I don't feel I have a true mentor

Finding Mentors

- ◆ Identify faculty whom you admire
- ◆ Choose different mentors for different roles
- ◆ Choose at least one mentor from your field

Characteristics of a Mentor

- ◆ Identifies obstacles to mentee's career success and facilitates their removal
- ◆ Has knowledge about informal & formal "rules" and expectations for faculty development
- ◆ Promotes career of the mentee to others
- ◆ Introduces mentee to important senior faculty

Characteristics of a Mentor

- ◆ Has time, is altruistic and not threatened
- ◆ Is objective, insightful, and enthusiastic
- ◆ Is approachable and capable of empathy, caring
- ◆ Is respectful of diversity and differences
- ◆ Will maintain confidentiality of conversations

Multiple Mentors

- ◆ Can provide different viewpoints
 - *e.g., men/women, research/clinical*
- ◆ Reflect different strengths and expertise
- ◆ Allow splitting of mentoring "load"

Finding Mentors


- ◆ Take initiative, don't expect mentors to seek you
- ◆ Identify faculty who best meet mentor criteria
- ◆ Gradually build a mentoring relationship
 - keep in mind your responsibilities as mentee
 - continually assess how relationship is working for both

Finding Mentors

- ◆ Ask for advice on some decision you need to make
- ◆ Volunteer to assist with her/his retreat/meeting
- ◆ Ask if he/she can review a paper/abstract/grant
- ◆ Ask a mentor/chief to recommend someone who could give advice about your question
- ◆ Set up a collaboration on a project

Responsibilities of a Mentee

- ◆ Be responsive to mentor's discussions/advice
- ◆ Play an active role in the mentoring process
- ◆ Develop a self-awareness
 - professional/personal
- ◆ Develop a network beyond your mentor(s)
- ◆ Maintain confidentiality of conversations



Responsibilities of a Mentee

- ◆ Be prepared with specific questions
- ◆ Don't overly utilize any one mentor
- ◆ Keep mentors apprised of outcomes
- ◆ Be grateful, always write thank-yous!