Disclosures

• No relevant financial disclosures
• I have been lucky to have (and still have) many great mentors
So you want to be a leader?

“What have you built?”

“Who have you developed?”
Mentorship:
A dynamic, reciprocal relationship in a work environment between an advanced-career incumbent (mentor) and a beginner (mentee) aimed at promoting the career development of both.
Mentor vs. Sponsor: What’s the difference?

Mentors ADVISE

- Develop skills and capabilities
- Provide tips and strategies
- Navigate unwritten rules
- Reduce isolation and stress

Sponsors ACT

- Connect to career opportunities
- Advocate for advancement
- Publicly endorse you
- Help confront and interrupt bias
Lessons I’ve learned from my mentors

Always have your mentee’s back
Take mentee where they want to go, not where you went
Listen to mentees, so you can learn
SUCCESS

What people think it looks like

What it really looks like
First exposure to academic surgery
My first mentor in surgery

Pam Lipsett

Learn how to truly take someone under your wing

Always have your mentee’s back
…but mentees have to live up to your side of the bargain.

**Accountability:**

- **Internal locus of control:** outcomes of our actions are contingent on what we do
- **External locus of control:** outcomes are outside our control
Precision mentoring

Take mentee where they want to go, not where you went

What phenotype of academic surgeon?

What unique talents and interests do they have?
…but you have to pay your dues before you can go rogue.

The Three Metamorphoses of the Spirit

Bear the burden of learning past knowledge

Courage to challenge convention

Creativity to begin again
Day # 1 of research fellowship:

“I’m really excited about design and architecture and how the built environment influences outcomes”

Andrew Ibrahim
“Buckle up and get your camel on”
“I’m really excited about design and architecture and how the built environment influences outcomes”
Bidirectional learning

Listen to mentees, so you can learn

Lesly Dossett, MD, MPH
K08 Strategies for reducing “between” hospital errors

Dana A. Telem, MD, MPH
R01 Realizing Advancement in Surgical Equity (RAISE)

Pasithorn (Amy) Suwanabol, MD
K76 Understanding palliative care in surgical patients
R01 Grant: Realizing Advancement In Surgical Equity study (RAISE)
PI: Dana A. Telem, MD, MPH
A national prospective longitudinal cohort study designed to follow women in academic positions throughout their career.

Figure 1: RAISE Study Conceptual Model

Identification of Achievement Gaps:
Cross-Sectional Survey
Years 0 2 4

Identification of Barriers and Facilitators:
Achievement and Attrition
Years 2-5

Aim 1
Quantitative Analysis of Respondent Characteristics and Ambitions
Individual
Professional
Home/Family

Aim 2
Qualitative assessment of achievement
Drivers of Inequity
Unconscious Bias
Mentorship/Sponsorship
Work Life Integration
Academic Opportunity
Gender Norms

• Semi-structured interviews
• TDF to identify barriers and facilitators of achievement
• Exploratory sequential mixed-methods model

Aim 3
Qualitative assessment of attrition
• Semi-structured interviews
• TDF to identify barriers and facilitators of attrition
• Exploratory sequential mixed-methods model
Faculty Mentees:

Lena Chen, MD, MPH
Internal medicine
AHRQ K08 funded

Jennifer Waljee
Plastic surgery
AHRQ K08 funded

Michael Gaiés, MD, MS
Pediatric critical care
NHLBI K08 funded

Amir Ghaferi, MD, MS
Minimally invasive surgery
AHRQ K08 funded

Hari Nathan, MD, PhD
Hepatobiliary surgery
AHRQ K08 funded

Dana Telem, MD, MHA
Minimally Invasive Surgery
AHRQ K08 funded

Lesly Dosset, MD, MPH
Surgical Oncology
AHRQ K08 funded

Amy Suwanobol, MD, MS
Colorectal surgery
NIH K76 submitted
Postdoctoral Fellows:
“Meta” mentorship
Building capacity by explicitly developing mentees into mentors

Resources:
Datasets, analyst support, big picture tweaking

Hari Nathan, MD, PhD
K-awardee
Co-I on R01

Sarah Shubeck, MD, MS
Former post doc

Margaret Smith, MD
2nd year post doc

Original Article

Hospital Quality, Patient Risk, and Medicare Expenditures for Cancer Surgery

Sarah P. Shubeck, MD 1,2; Jyothi R. Thumma, MPH 1; Justin B. Dimick, MD, MPH 2; and Hari Nathan, MD, PhD 2

Cancer 2018
“The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves.”

Steven Spielberg