



Optimizing the Mentor-Mentee Relationship

Eugene S. Kim, MD
Professor of Surgery and Pediatrics
Children's Hospital Los Angeles, USC Keck School of Medicine

 @dreskim

Disclosures

- No disclosures

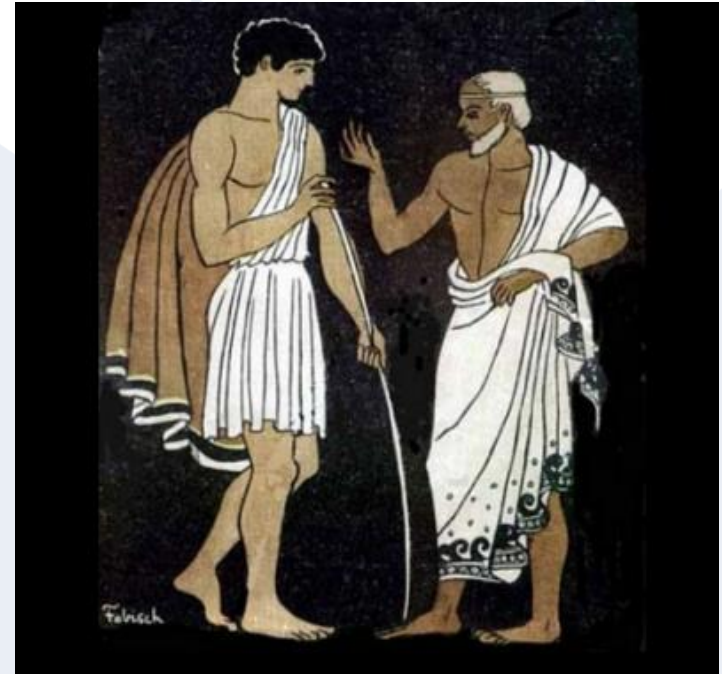


Outline

- What is mentorship?
- Finding the perfect mentor
- Being the perfect mentee
- Why is it important?
- Being a mentor
- What about sponsorship?

What is mentorship?

- Homer's *Odyssey*
- Mentor was the overseer and teacher of Odysseus' son Telemachus
- Guided and supported
- "Mentor" is known to be a teacher, counselor, coach, friend.

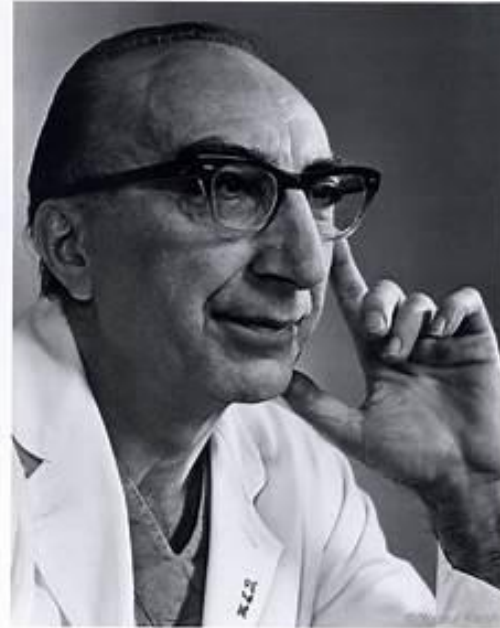


Mentorship in surgery

- Dating back to 16th century, the practice of surgery has been an apprenticeship under a master surgeon.
- For over three centuries, the apprenticeship training model continues – mentorship remains a critical aspect.
- Exceptional mentors defined as
 - Professional role model
 - Compassionate critic

Finding the perfect mentor

- World famous
- Department Chair
- President of every surgical society
- Millions of dollars in research funding
- Huge research team



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- Less productive

Dr. DeBakey

Finding the perfect mentor

- Available



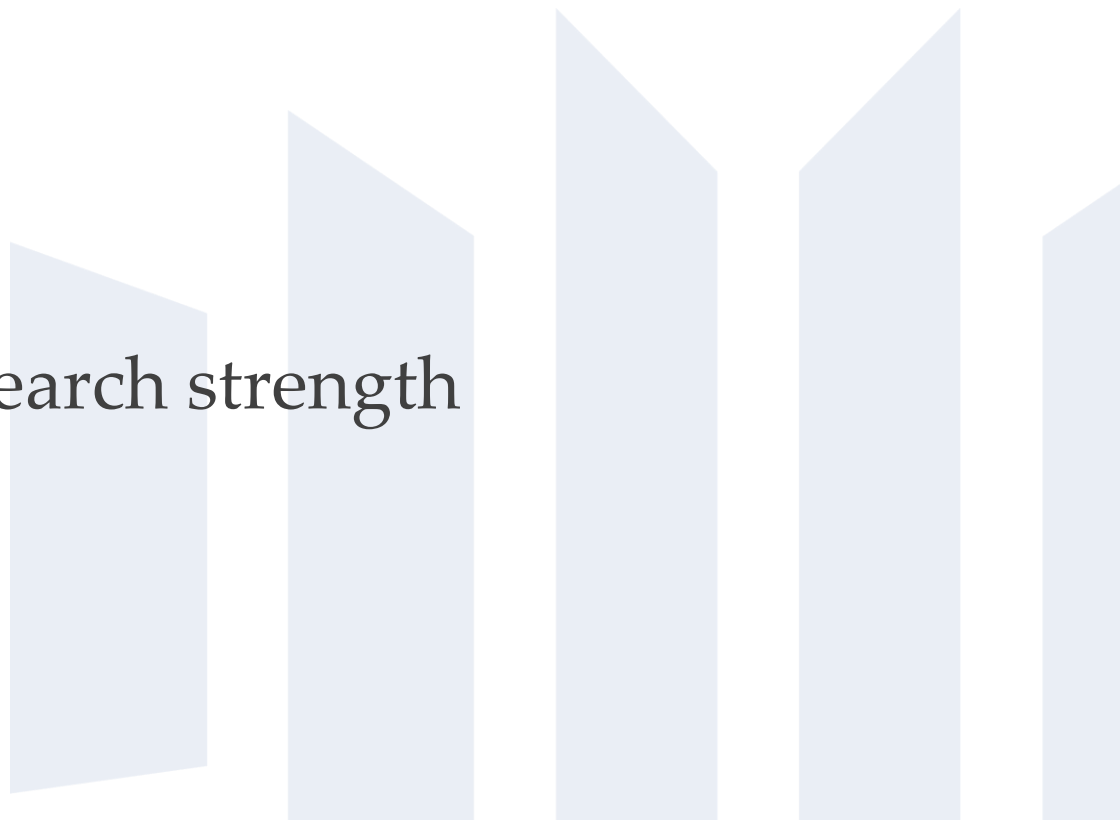
Finding the perfect mentor

- Available
- Rising Star



Finding the perfect mentor

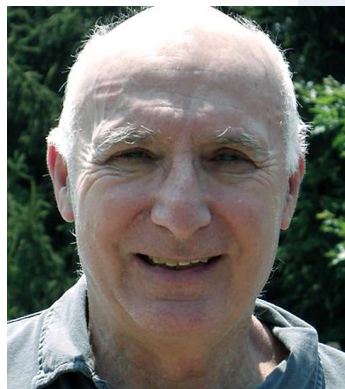
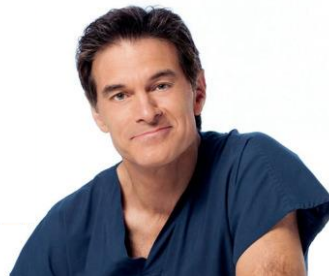
- Connection
 - Personal
 - Strengths
- Clinical and Research strength



Finding the perfect mentor

- Pedigree of past mentees
 - Where did they publish
 - Where did they end up?
 - What fellowships did they get?
 - Where are they in academic surgery?
 - What do they have to say?
- Ok to have multiple mentors
 - Separate mentors for research and clinical activities

Mentorship - medical school



Research

- Speck



- Kandel
- Yamashiro



Jessica Kandel, left, and Darrell Yamashiro

Mentors - training years

- Warner
- Azizkhan



Faculty mentors

- Nuchtern
- Shohet
- Ford
- Seeger



Being the perfect mentee

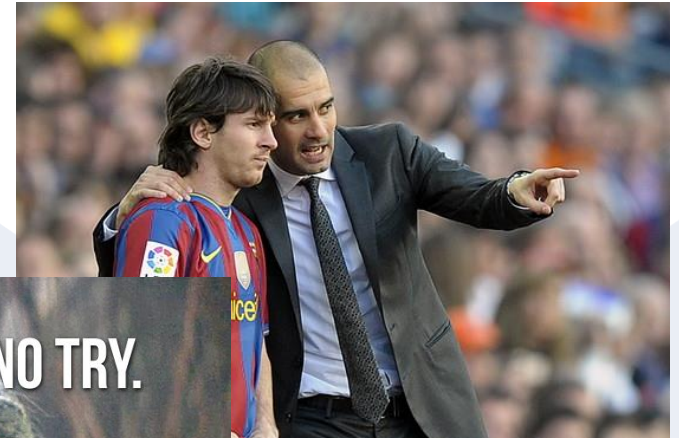
- Investment of time
 - Set up regular appointments
 - Facilitate projects
 - Offer to help with projects – play the long game
 - Propose ideas for submission
 - Go getter

Being the perfect mentee

- Exceed expectations and deadlines
 - WOW factor



Famous Mentor-Mentee Relationships



The Mentor Side

Why is it important?

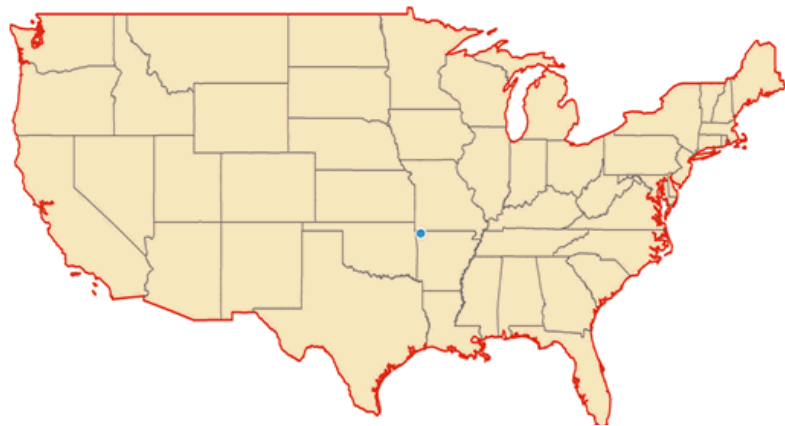
- Medical students surveyed over three years
- “Students with mentors and research experience in any specialty were 3.4 times ($p < 0.001$) more likely to choose surgery by their third year of medical school.”
- Surgical research experience during the first two preclinical years led to significantly greater odds of preferring surgery during the clinical years.
- Students with a surgical mentor during the first two years had significantly greater odds of preferring surgery.

Why is it important?

- Formal mentorship programs for residents and early faculty have been found to *decrease burnout*.
 - Protected time
 - Deliberate pairing of mentor and mentee
 - Identification and training of successful mentors
 - Investment from the mentee
 - Tracking and evaluation of the relationship

Why is it important?

- Career progression
- Increase clinician resilience and prevent burnout
- Legacy



Five Stars of Mentoring Scale



Informal

I will teach you ultrasound for central line placement.



Formal

I am your assigned mentor to teach you ultrasound for central lines.



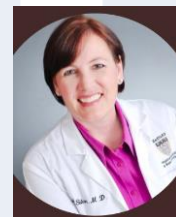
Formal + Outcomes

I am your assigned mentor to teach central line ultrasound. Let's count and track how many procedures you do this month.

Julie Silver, MD, Harvard Medical School.



@JulieSilverMD



Five Stars of Mentoring Scale



Formal + Outcomes + Reported Internally

I am your assigned mentor to teach central line ultrasounds. Let's count and track how many procedures you do this month. The average for our residents is 10. We will report how many you do to the residency director.



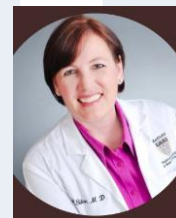
Formal + Outcomes + Reported Internally + Reported Externally

I am your assigned mentor to teach central line ultrasounds. Let's count and track how many procedures you do this month. The average for our residents is 10. We will report how many you do to the residency director. Let's also work on an abstract for an academic conference that focuses on how we conduct ultrasound training and include our residents' procedure outcomes.

Julie Silver, MD, Harvard Medical School.



@JulieSilverMD



Mentorship: Focusing on the whole person

- 75% of professionals want a mentor
 - Only 37% have one
- Focus is often too narrow on career advancement
- Mentorship should consider the whole person

Rick Woolworth, Harvard Business Review, Aug 2019.



Mentorship: Focusing on the whole person

- Share your own stories
- Ask great questions
- Start with the end in mind
- Teach them how to fish
- Unpack your mentee's toolkit
- Most of mentoring is caught, not taught

Rick Woolworth, Harvard Business Review, Aug 2019.



What about sponsorship?

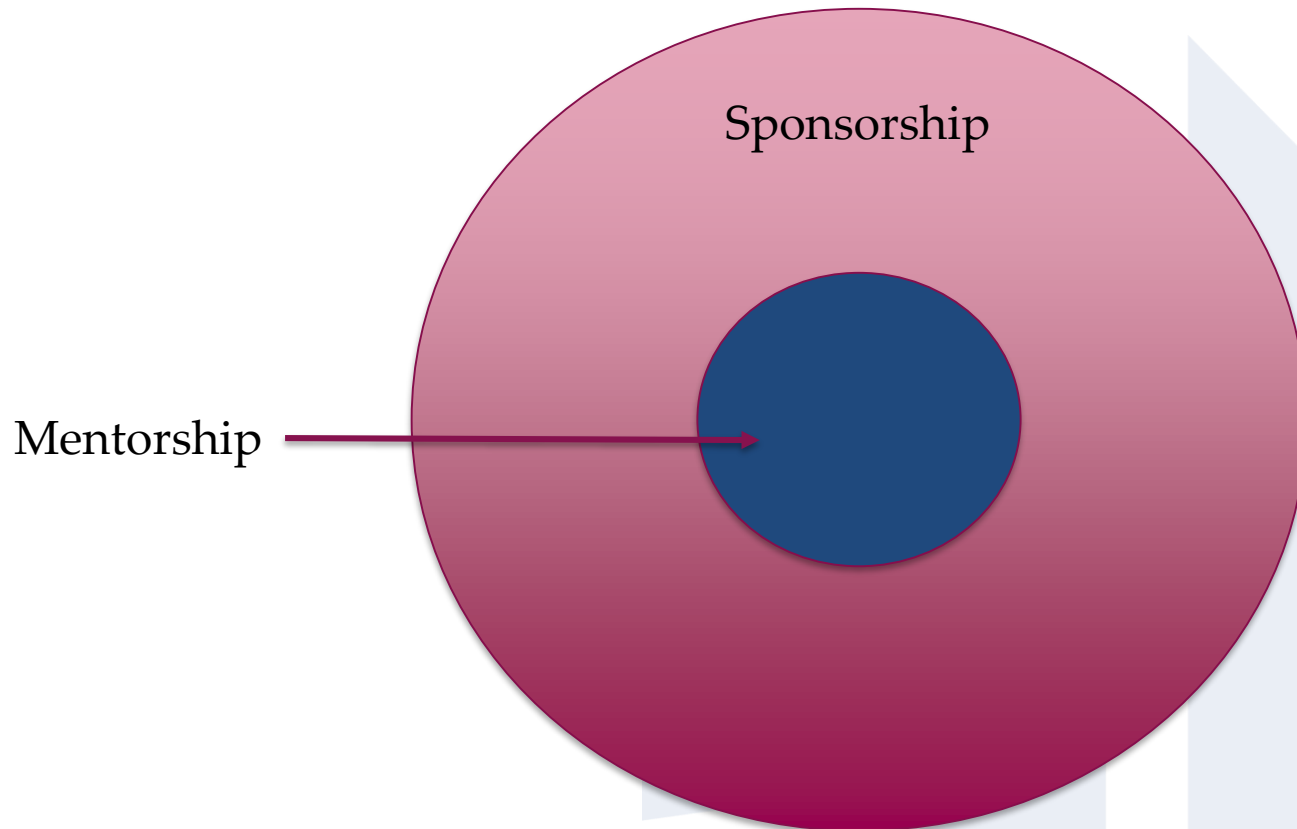
Mentorship

- Any level of hierarchy
- Emotional support, feedback, advice
- Directly oversee clinical work or research activities
- Build up confidence and competence
- Focus on professional and personal development

Sponsorship

- Usually senior people with influence
- Provide opportunities for a challenging project or assignment
- Influence for opportunities for committees, leadership promotion

What about sponsorship?



Conclusion

- The perfect mentor is not always the most famous person
- The perfect mentee – seek to exceed expectations
- Begin your mentoring today

Thank you!

