

Mentoring 101

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Learning Objectives

- Understand various aspects of becoming a good mentor, be prepared
- Learn different mentoring styles and adapt to ones that best suit you and your mentees.
- Learn to manage conflicts or difficult situations

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Mentor and Mentee Roles—Topics

- Yi Rong: Mentoring 101
- Tyler Fisher: “Transitioning from Mentee to Mentor in Private Practice: Adapting to A New Reality”
- Yi Rong: “Transitioning from Mentee to Mentor in Academic Centers ”
- Robin Stern: “Mentoring in the Clinic: Achieving the best for patient care”
- John Boone: “Mentoring in Research: Finding the balance between achieving productivity and spurring creativity”
- Panel Discussion

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Mentoring Skills

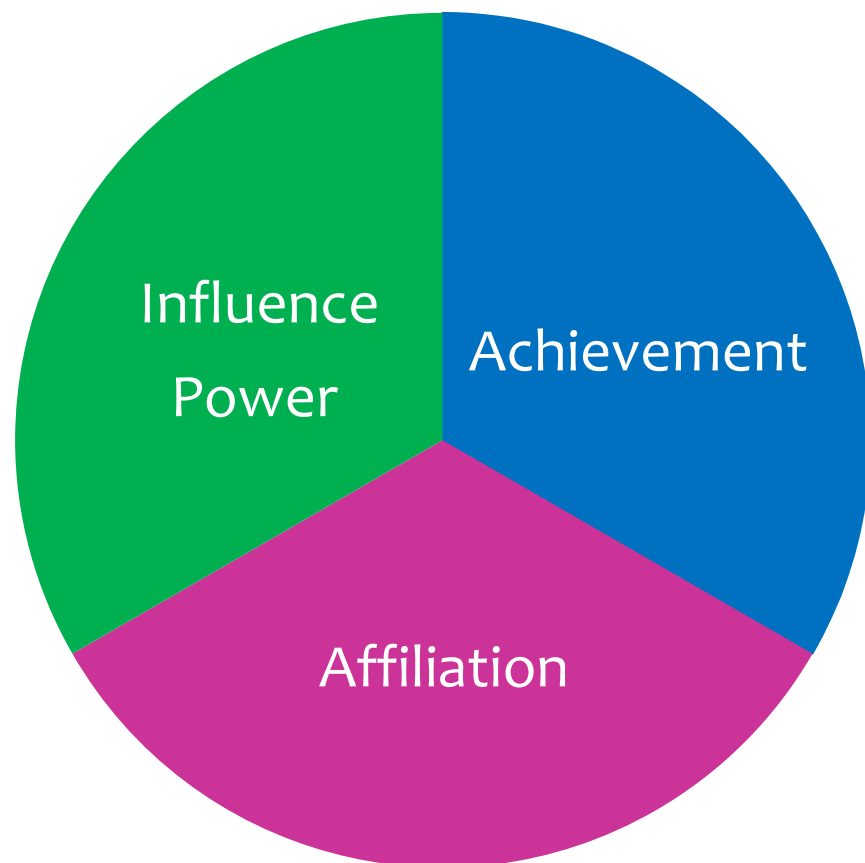
- No one is born as a good mentor.... It is acquired
- Mentoring is a skill that you can learn and will benefit you for building successful and effective work relationships.
- What defines a good mentor:
 - A. To give advice?
 - B. To teach?
 - C. To make introduction and open doors to opportunities?A good mentor should do all the above.

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Three Primary Drivers of Behavior



- **Affiliation:** maintaining or avoiding disruption of close, friendly **relationships** with people.
- **Achievement:** meeting or exceeding a standard of excellence and/or **improving** one's performance.
- **Power and Influence:** having an **influence** or **making an impact** on others

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Mentoring Styles Driven by **Affiliation**

- **“Letting Go”**: Giving time to let things develop. Waiting for things to happen in a natural way. Avoiding conflicts or over-emotional approaches. Avoiding rush and pressure.
- **“Active Listening”**: Checking things by asking questions. Being reserved in giving your own opinion. Giving space to the mentee. Being an active listener
- **“Friendship”**: Being supportive and understanding to mentee. Offering help in many ways, like a friend.

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Mentoring Styles Driven by **Achievement**

- **“Pace Setting”**: lead by example, use self-achievement as a pushing force for mentees. Works best in a highly motivated and competent organization or team
- **“Cooperative”**: Striving for a joint vision. Involving the mentee in problem-solving. Appreciating equality in contributions. Use cooperation as a way to encourage mentees

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Mentoring Styles Driven by Power/Influence

- “Advisory”: Giving suggestions for good problem solving. Actively sharing your opinions with mentees. Giving alternatives so that the mentee can make a choice.
- “Prescribing”: Taking responsibility for solving the mentee’s problems. Offering instructions on how to handle problems. Being convincing and persuading. Requiring improvement and if necessary holding out the prospect of consequences.

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Self-Reflection Exercise: What drives your behavior as a mentor?

- Power/Influence
- Achievement
- Affiliation



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Telemachus

Mentor

The story of Mentor comes from Homer's *Odyssey*. Odysseus, king of Ithaca, fights in the Trojan War and entrusts the care of his household to Mentor, who serves as teacher and overseer of Odysseus' son Telemachus.

The word Mentor evolved to mean trusted advisor, friend, teacher and wise person.

(*Iliad* and *Odyssey* are oldest extant works of Western Literature – 8th century BC)

