

# Success as a Mentee

Greg Misky, M.D.

April 4, 2019

# Objectives

1- Mentor-mentee relationship

2- Pitfalls

3- Defining Success



# Mentorship, Productivity, and Promotion Among Academic Hospitalists

Mark B. Reid, MD<sup>1,2</sup>, Gregory J. Misky, MD<sup>2</sup>, Rebecca A. Harrison, MD<sup>3</sup>, Brad Sharpe, MD<sup>4</sup>, Andrew Auerbach, MD, MPH<sup>4</sup>, and Jeffrey J. Glasheen, MD<sup>2</sup>

Survey Question	Answer	N (%)
Do you have a mentor? (N=266)	Yes	112 (42%)
	No	154 (58%)
Do you mentor academic hospitalists? (N=255)	Yes	78 (31%)
	No	177 (69%)
Number of mentors (N= 112)	1	41 (37%)
	2	38 (34%)
	≥3	33 (29%)
Primary* mentor's gender (N= 111)	Male	84 (76%)
	Female	27 (24%)
Primary mentor's approximate age (N=111)	<30	0 (0%)
	31–40	22 (20%)
	41–50	55 (50%)
	>50	34 (31%)
Primary mentor assigned? (N= 111)	Yes	22 (20%)
Primary mentor's specialty (N= 111)	Internal medicine	93 (84%)
	Medicine subspecialty	13 (12%)
	Med-peds or Pediatrics	5 (5%)
Is your mentor also a hospitalist? (N=110)	Yes	57 (52%)
Primary mentor's academic rank (N=112)	Instructor	1 (1%)
	Assistant professor	15 (13%)
	Associate professor	41 (37%)
	Professor	53(47%)
	Unknown	2 (2%)
Number of meetings with primary mentor in last year (N=112)	None	4 (4%)
	1–2	30 (27%)
	3–4	30 (27%)
	>4	48 (43%)
Length of average meeting with primary mentor (N=109)	<30 minutes	34 (31%)
	31–60 minutes	68 (62%)
	>60 minutes	7 (6%)
Rating of primary mentor in academic career development (N=112)	Excellent	51 (46%)
	Very good	34 (30%)
	Good	19 (17%)
	Fair or Poor	8 (7%)



# Mentorship, Productivity, and Promotion Among Academic Hospitalists

Mark B. Reid, MD<sup>1,2</sup>, Gregory J. Misky, MD<sup>2</sup>, Rebecca A. Harrison, MD<sup>3</sup>, Brad Sharpe, MD<sup>4</sup>,  
Andrew Auerbach, MD, MPH<sup>4</sup>, and Jeffrey J. Glasheen, MD<sup>2</sup>

**Table 3. Values Placed on Specific Traits of Mentors by Hospitalist  
with Mentors (N=112)**

Quality	"Highly Important" N (%)	"Important" N (%)
Enthusiasm for mentoring	85 (76%)	24 (21%)
Ability to give career advice	77 (69%)	31 (28%)
Importance of a mentor to being successful in academic medicine	71 (63%)	36 (32%)
Ability to inspire me	68 (61%)	35 (31%)
Helping me network	48 (43%)	50 (45%)
Knowledge	48 (43%)	60 (54%)
Availability	40 (36%)	64 (57%)
Professional reputation	40 (36%)	64 (57%)
Providing emotional support	23 (21%)	45 (40%)

# Why mentorship?

- “ a dynamic, reciprocal work relationship between advanced-career person (mentor) and beginner (mentee) aimed at promoting career development of both”
- Counseling- professional, personal
- Critical thinking
- Networking
- Guidance- clinical and research
- Navigate academics
- Prevent burnout

# Where things go wrong

## Conflict Averse

- *Over-committer*
  - Inability to say no
  - CV filled with committees/roles -> no results
- *Ghost*
  - Energy/enthusiasm -> disappears/fails to follow up
- *Doormat*
  - Manipulative mentor- doesn't help mentee
  - Mentee spends time on work unrelated to own career

# Where things go wrong

## Confidence Lacking

- *Vampire*
  - Mentee's constant attention- seeks clarification/approval at every step -> drains mentor
  - Lack confidence; struggle to make decisions
- *Lone Wolf*
  - Stubborn/confident-> doesn't work well as part of team
  - Poor resilience after failure
- *Backstabber*
  - Mentee rarely fails- can't learn from mistakes
  - Rarely accepts responsibility- blames others

# Solutions to 'where things go wrong'

- Explicitly state personal and career goals
- Role is to learn, not be “perfect”
  - Pressure to immediately succeed
- Reframe mistakes as opportunities to improve, e.g. not “failure”
- Criticism builds for future, not judgement of character
- Put best foot forward > desire to please



# Successful Mentoring Relationship

1- *Reciprocity*- two-way street, sustainability strategy

2- *Mutual Respect*- of time and effort -> common goal

3- *Clear Expectations*- at onset/over time, inc. accountability

4- *Personal Connection*- “chemistry”

5- *Shared Values*- around approach to work/research and life

# Citations