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Mentoring Discussion



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Office of Faculty Development, Children's Hospital

Case

Dr. Greg Houlihan – Mentor

Dr. Cheryl Brewster – New Faculty Member





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The CASE

- **Dr. Greg Houlihan – Associate Professor and excellent mentor; doing clinical trials on asthma therapies; asked by Dept Chair to mentor Dr. Brewster**
- **Dr. Cheryl Brewster – new Instructor who wants to undertake an asthma intervention in the community**



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To Be Her Mentor or Not to Be Her Mentor: That is the Question

You have already made contact with potential mentee, Cheryl Brewster, MD, and given her an opportunity to set the agenda for this first meeting and to begin to think about short and long term goals.

She has also given you an updated CV.



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Mentor Checklist - Points to Ponder

The first meeting between potential mentors/mentees sets the stage for the future mentoring relationship.

- ✓ Are your goals and expectations in alignment?
- ✓ What other resources (other mentors, space, staff, funding) are needed for your potential mentee to succeed? Are these realistically obtainable?
- ✓ Is this someone you want to work with?



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The First Meeting

Dr. Houlihan:

- ✓ **Express interest in Dr. Brewster's career at your hospital/lab/department.**
- ✓ **Ask open ended questions such as “what are you looking for in career guidance and mentorship?” Listen to answers with follow-up questions and reflection – “What would you like to see happen as a result of our meeting? It sounds to me that the thing you most want to happen is Is that true?”**



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Setting Goals and Expectations

- ✓ Review Dr. Brewster's CV with her.
- ✓ Ask about short- and long-term goals, including values and a timeline for acquisition of skills and tasks to be completed.
- ✓ What type of position in academic/clinical medicine/ research is her ultimate goal?
- ✓ Help in formulating realistic goals, such as finishing a manuscript.



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Research Mentoring

- ✓ Discuss aims, details, and challenges of Dr. Brewster's proposed research project to improve asthma care in the local community.
- ✓ Discuss details of asthma research projects you already have underway and possible collaboration.
- ✓ Assess need for specific skills.
- ✓ Other mentors?
- ✓ Use checklist or timeline for tracking progress.



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Promotion



- ✓ **Be knowledgeable about promotion criteria and fit of her career within HMS “Areas of Excellence” for promotion.**
- ✓ **Ascertain source of career monitoring and readiness for promotion.**



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Balance and Negotiation



- ✓ **Ask questions about family and childcare and suggest resources if applicable.**
- ✓ **Discuss timing of milestones and whether there is a need for flexibility and balance now or in the future.**
- ✓ **Advise Dr. Brewster on negotiation strategies with Division Chief.**



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Is it a Match?

- ✓ **What are Dr. Brewster's expectations of your mentoring relationship, including the frequency and type of contact?**
- ✓ **What are your expectations of your mentoring relationship?**
- ✓ **How will you both confirm if you want to form a mentoring relationship? What happens if one of you wants to and the other doesn't?**



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***“When you see a turtle
on the top of a fence
post, remember that he
didn’t get there by
himself.”***

Judy Palfrey, MD, Children’s
Hospital Boston

