



***Mentoring Up:  
Mentee-Driven Approach to Successful  
Mentoring Relationship***

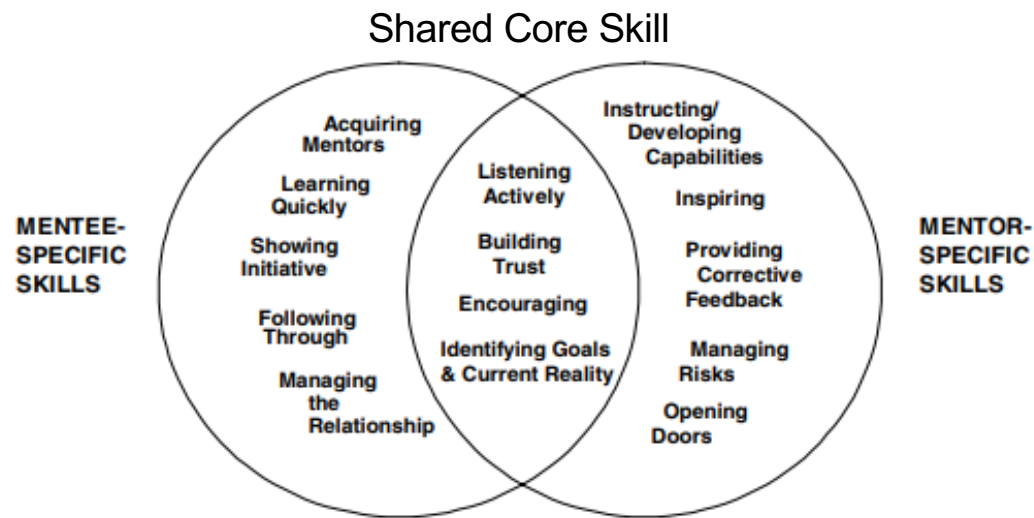
Darshana Shah, Ph.D.  
Professor of Pathology  
Associate Dean For Faculty Advancement  
Editor-in-Chief, Marshall Journal of Medicine  
Marshall University Joan C. Edwards School of Medicine  
5-13-22

# Describe your Mentor

- Think back to a mentor, advisor, or leader who influenced you positively in your journey
- Use the chat feature
  - List one word (characteristics) to describe this person

# Skills for Successful Mentoring

Competencies of outstanding Mentors and Mentees



[Linda Phillips-Jones, Ph.D.](#)

Skills for successful mentoring

[Mentoring Competency Assessment \(MCA\)](#)

# Mentee Missteps

& How to avoid them?

- **Conflict Aversion**
  - The Over committer
  - The Ghost
  - The Doormat
- **Confidence Lacking**
  - The Vampire
  - The Lone Wolf
  - The Backstabber

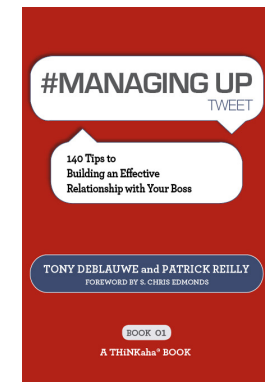


# Making the Most of Mentoring



# Mentoring Up

- Empowers mentees to be active participants in their mentoring relationships
- Shifts emphasis from mentors' responsibilities, to equal emphasis on mentees' contributions.
- 'Mentoring up' is a concept adapted from the business concept of 'managing up' that encourages mentees to actively drive their mentoring relationships to ensure desired results
  - "managing up" - classic paper in Harvard Business Review (Gabarro & Kotter, 1980)



# What Is Mentoring Up?



- Knowing your mentor's style
  - +
- Adjusting your own style
  - =
- Working effectively together

# Key Principles in Mentoring Relationships



- Communication
- Aligning Expectations
- Assessing Understanding
- Ethics
- Addressing Equity and Inclusion
- Fostering Independence
- Promoting Professional Development





# How do I mentor up?



- First, assess your and your mentor's
  - o Strengths
  - o Areas for Growth
  - o Preferences in working and communication
- Suggested ways to assess your own strengths and areas for growth
  - Self-reflection-- [Mentee MCA for Self-reflection-](#)
  - Myers-Briggs Type Indicator (MBTI) personality inventory
  - StrengthsFinder (Rath & Conchie, 2008)

# Mentoring up- some things to consider



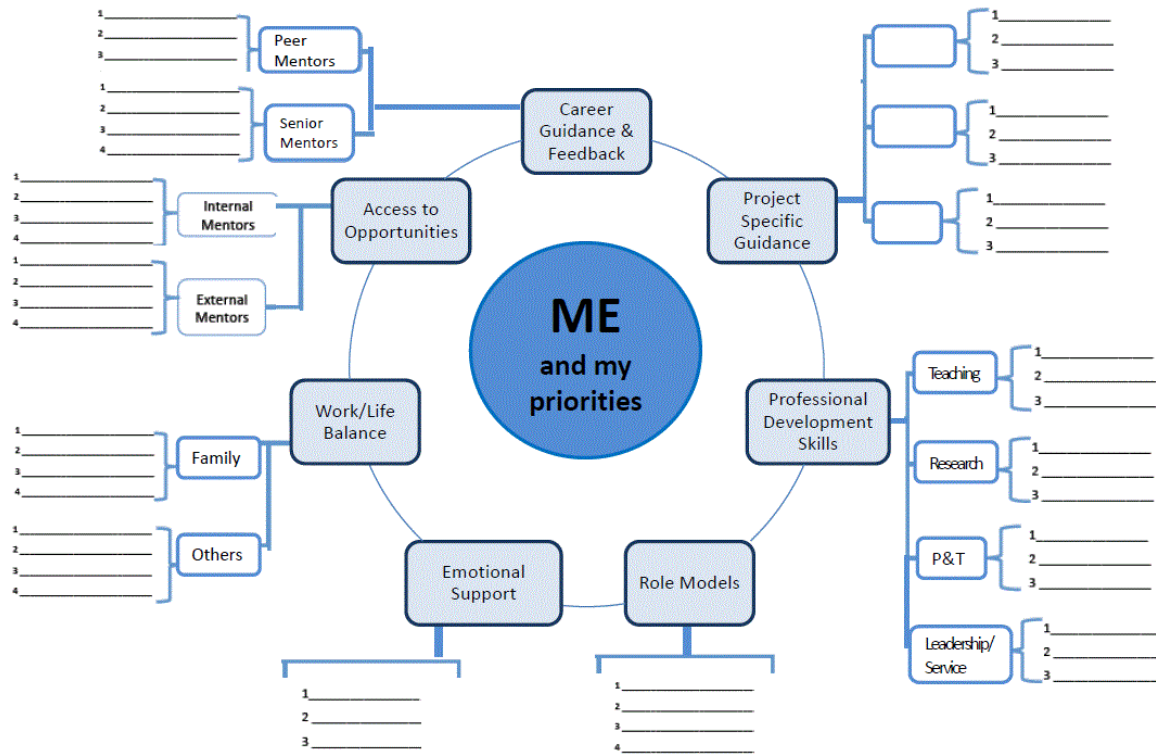
## Multiple Mentors

- Over time we will need mentoring in many areas
  - Scientific
  - Professional, career/school, job search/application process
  - Psychosocial support/life guidance
- No one person can meet all of these needs or be available all of the time
- Multiple perspectives often drive creative solutions

Developing your network is the first step to finding mentors



## My Mentoring Network



Adapted 2012 from: <https://advance.cc.lehigh.edu/mentoring-network-map>

Date: \_\_\_\_\_



# Mentoring up : Step-1 -Getting ready

- Goals and objectives
- Identify your work style and habits
- Identify knowledge and skill gaps
  - Personal
  - Professional development
  - Skill development
  - Academic guidance
  - Research



# STEP-2 Finding a mentor use “CAPE”



- **C**apable:
- **A**vailable:
- **P**roject (**or** Passion)
- **E**mpathetic “

# Do you and your Mentor come from different cultures?



[This Photo](#) by Unknown Author is licensed under [CC BY](#)

# Step-3: The first meeting



- Share your background, values, and needs
- Agree on structure and objectives of relationship
- Plan and set the meeting agendas
- Ask questions
- Actively listen
- Send a thank-you note after the meeting

## Step-4: Cultivating the mentor–mentee relationship



- Identify (and revisit!) goals and desired outcomes
- Negotiate the duration of mentorship and frequency of meetings
  - Agenda setting
  - Post-meeting actions/summaries
- Establish preferred modes of communication
  - May vary by content, urgency, context
  - Written vs. oral
  - Email vs. phone vs. in-person
  - Inclusion of other peers/team members/leaders (who to cc:)
- Method, type, and frequency of feedback
  - Written vs. oral
  - Informal vs. formal
  - Appreciation, coaching, evaluation



*Reassess and Renegotiate agreements on above as needed*



# Strategies to make it work



- Respect your mentor's time
- See the conflict from their perspective
- Prepare agendas for every meeting
- Have solutions not just problems
- Follow-up with an email
- Ask for feedback and take action based on the feedback
- Avoid taking it personally
- Be gracious and Appreciative



# References

- Tips for Hospitalists on Finding, Working With Mentor. Accessed October 21, 2020. Available at: <https://www.the-hospitalist.org/hospitalist/article/122412/tips-hospitalists-finding-working-mentor>
- [Fundamentals of Mentoring: Three Steps to a Mentee-Driven Relationship | MedEdPORTAL](#)
- Chopra V, Arora VM, Saint S. Will You Be My Mentor?-Four Archetypes to Help Mentees Succeed in Academic Medicine. *JAMA Intern Med.* 2018;178(2):175-176.
- Chopra V, Woods MD, Saint S. The four golden rules of effective menteeship. *BMJ.* 2016;354:i4147.
- Volerman A, Press VG, Lee WW. Maximizing Mentorship: A Mentee Approach. *SGIM Forum.* 2015;32(2).
- Zerzan JT, Hess R, Schur E, Phillips RS, Rigotti N. Making the most of mentors: a guide for mentees. *Acad Med.* 2009;84(1):140-144.
- Vaughn V, Saint S, Chopra V. Mentee Missteps: Tales From the Academic Trenches. *Jama.* 2017;317(5):475-476.
- Pfund, C., S. House, K. Spencer, P. Asquith, P. Carney, K. Masters, R. McGee, J. Shanedling, S. Vecchiarelli, and M. Fleming. 2013. "A Research Mentor Training Curriculum for Clinical and Translational Researchers." *Clinical and Translational Science* 6 (1): 26-33. doi: 10.1111/cts.12009.
- Pfund, C., S. House, P. Asquith, M. Fleming, K. Burh, E. Burnham, J. Eichenberger Gilmore, et al. 2014. "Training Mentors of Clinical and Translational Research Scholars: A Randomized Controlled Trial." *Academic Medicine* 89 (5): 774-82. doi: 10.1097/ACM.0000000000000218.

## MY MENTORING SKILLS

**Directions:** Assess your potential to be a successful mentor and mentee by rating yourself on the following mentoring skills. For each skill, circle the appropriate number. Total the numbers for each part (I, II, and III), and read the interpretations.

Mentoring Skill		Quality of Skill			
		Excellent	Very Good	Adequate	Poor
<b>Part I. Shared Core Skills</b>					
1.	Listening Actively	5	3	1	0
2.	Building Trust	5	3	1	0
3.	Encouraging	5	3	1	0
4.	Identifying Goals and Current Reality	5	3	1	0
Subtotal Core Skills					
<b>16-20</b>	Excellent core skills; you could coach others; concentrate improvement efforts on fine-tuning your style				
<b>11-15</b>	Very good skills; continue to polish those skills that will make you even more effective and desirable as a mentor or mentee				
<b>6-10</b>	Adequate core skills; work on your less-developed skills in order to have better relationships				
<b>5 or under</b>	You'll benefit from coaching and practice on core skills; acquire training or coaching, and observe others who have strong skills				
<b>Part II. Mentor-Specific Skills</b>					
1.	Instructing/Developing Capabilities	5	3	1	0
2.	Inspiring	5	3	1	0
3.	Providing Corrective Feedback	5	3	1	0
4.	Managing Risks	5	3	1	0
5.	Opening Doors	5	3	1	0
Subtotal Mentor Skills					
<b>20-25</b>	Excellent mentor skills; you could coach others; concentrate improvement efforts on fine-tuning your style with particular mentees				
<b>15-19</b>	Very good skills; continue to polish those skills that will make you even more effective and desirable as a mentor				
<b>10-14</b>	Adequate mentor skills; work on your less-developed skills in order to acquire strong mentees and have better relationships with them				
<b>9 or under</b>	You'll benefit from coaching and practice on mentor skills; acquire training or coaching, and observe others who have strong skills				
<b>Part III. Mentee-Specific Skills</b>					
1.	Acquiring Mentors	5	3	1	0
2.	Learning Quickly	5	3	1	0
3.	Showing Initiative	5	3	1	0
4.	Following Through	5	3	1	0
5.	Managing the Relationship	5	3	1	0
Subtotal Mentee Skills					
<b>20-25</b>	Excellent mentee skills; you could coach other mentees; concentrate any improvement efforts on fine-tuning your style with particular mentors				
<b>15-19</b>	Very good skills; continue to polish those skills that will make you even more effective and desirable as a mentee				
<b>10-14</b>	Adequate mentee skills; work on your less-developed skills in order to acquire strong mentors and have better relationships with them				
<b>9 or under</b>	You'll benefit from coaching and practice on mentee skills; get training or coaching, and observe others who have strong skills				