EVIDENCE-BASED MENTORSHIP

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Competing interests

• Wrote a book on mentorship with David Sackett (publisher Wiley/Blackwell)
  – Royalties go to a fund for trainees
• What challenges have you encountered as a mentor or a mentee?
• Think about it for 1 minute
• Share it with the person next to you for 2 minutes
What is mentorship?

- The mentoring relationship is ‘one of the most complex and developmentally important’ in a person’s life.
- The mentor will act as teacher, sponsor, guide, exemplar, counselor, moral support--but most important is to ‘assist and facilitate the realization of the dream’
Mentor

• ≠ role model:
  – ‘Passive, observational learning model in which an individual attempts to emulate observed, desirable behaviours and qualities’

• ≠ coach:
  – ‘Provide guidance around a specific task/performance/achievement’

• ≠ sponsor:
  – ‘Senior person who uses influence to help obtain promotions, opportunities...’
Does it currently happen?

• In some settings, less than 20% of faculty members in academic medicine have a mentor.
• There is a perception that women have more difficulty finding a mentor than men.
• In our DOM, 55% of faculty have a mentor.
  – Varies across job descriptions, stage of career.
Why should we care?

- Systematic review of literature identified 39 studies
  - 34 cross sectional self-report surveys
    - Median sample size 219
    - Median response rate 62%
  - 3 before and after case series
  - 1 case control study
  - 1 cohort study
  - (updated search April 2015 and identified 23 additional studies
    - all case control or cross sectional self-report surveys)
Why should we care?

- Academic clinicians who got mentored reported greater career satisfaction
- Academic clinicians who were mentored received more research grants
- Academic clinicians who were mentored reported more protected time for scholarly activities and produced more publications

Why should we care?

- Academic clinicians who were mentored were promoted more quickly
- Academics who were mentored were more likely to stay at their academic institutions
- It impacts mentors as well

What are characteristics of effective mentors and mentees?

- **4 studies explored mentees**
  - Mentees should be in the ‘driver’s seat’
  - Respectful, organised, committed

- **6 studies explored mentors**
  - Personal: altruistic, understanding, honest, nonjudgmental, active listener, motivator
  - Relational: accessible, sincere, compatible
  - Professional: knowledgeable and experienced
    - J Gen Int Med 2010;25:72-8
What are the actions of an effective mentor?

• Personal
  – Providing moral support
  – Addressing private/personal issues
  – Goal setting/vision building
  – Role modeling
  – Developing skills
  – Career monitoring
  – Navigating the institution
  – Connecting/networking/sponsorship

• Institutional
  – Protection and advocacy
    • J Gen Int Med 2010;25:72-8
What are the characteristics of an effective relationship?

• 5 studies
• Personal connection – ‘chemistry’
• Underlying values
  – Based on trust, honesty, open communication and mutual respect
  – Clarify expectations of mentor and mentee, including intellectual property
Toolkit

• Mentorship toolkit
  – '1 minute mentor‘ (adapted from M. Feldman)
  – Checklist for mentors/mentees
  – Individual development plan
  – Mentorship cases
  – Top tips for mentors
Mentorship in Academic Medicine

Sharon E. Straus · David L. Sackett

지음
정옥진 · 박귀화 · 안석배 응길
A tip: Stepped care for saying ‘no’

- Don’t say ‘yes’ right away
- Don’t let yourself be flattered into saying ‘yes’
- Make sure you know what is expected
- Consider the opportunity cost
- Learn from your mistakes
- Say ‘no’ nicely

– Sackett and Oxman, Clinical Trials, 2013
Ways of saying ‘no’ nicely

• Just say no
  – I can’t

• I’m not allowed
  – My mentor/boss won’t let me
  – I have already (e.g. supervised 2 students this year) which is the quota set by my mentor/boss

• I need to focus elsewhere
  – I need to focus on my research, teaching…
  – I would like to do more of this activity when my career takes off

• It wouldn’t be fair to others
  – I already have xx students and taking another one would not help the new student and would diminish my ability to help others

• I’m the wrong person to ask
  – Have you considered asking Brian Rowe?